

Included below are the agendas and minutes for the meetings held on;

- October 1st, 2025: DTBIA Board of Management Meeting
- October 9th, 2025: DTBIA Board of Management - Special Board Meeting
- October 20th, 2025: DTBIA Board of Management - Special Board Meeting

Board of Management Meeting

AGENDA – OPEN SESSION

Wednesday, October 1st, 2025

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

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 October 1st, 2025,
hereby be adopted.

2. DISCLOSURE OF PECUNIARY INTEREST

3. ADOPTION OF MINUTES – CORRECTION TO THE MINUTES OF THE MEETING HELD 28 MAY 2025

Moved by: H. Vallee Seconded by: E. Odorjan

THAT the AMENDED MINUTES for the Board of Management meeting of May 28th, 2025; the minutes for the Board of Management meeting of July 23rd, 2025; the minutes for the Finance Subcommittee meeting of August 6th, 2025; and the minutes of the HR Subcommittee meeting of August 18th, 2025; hereby be adopted.

Note: The ED changed the minutes and deleted a reference to the 2026 budget process that was incorrect.

4. CLOSED SESSION

MOTION

Moved by: B. Parsons

Seconded by: B. Thompson

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

239 2(b) Personal matters about an identifiable individual, including municipal or local board employees

- 1) Correspondence sent to members of Town Council regarding the Façade Improvement Program.
- 2) Discussion of a BIA part-time employee.

5. DELEGATION(s)

5.1.1 CLERK & REVENUE MANAGER – BOUNDARY EXPANSION

The DTBIA and Council received the boundary expansion report which highlighted some areas where it was not clear about associated potential impacts if Council were to go ahead with the boundary expansion. To date, council has only received the proposed boundary expansion and report as information only.

The most relevant and specific by-law referenced the parking levy which is attracted to business and industrial properties in the existing BIA zone however this was not contemplated by staff of the town or DTBIA to be allocated to the newly expanded area. The actual parking levy is higher than the BIA levy and has a significant impact to property owners.

There was an additional question raised about the apportionment of the levy as it currently exists for the properties known municipally as 164, 170, 200 and 248 Broadway – those parcels which form the campus of the Tillsonburg Town Centre. No matter what the annual levy is or any changes to the CVA for the mall campus properties; the levy apportionment remains the same as a “min-max” calculation and is currently at 50% - (43% from

municipal addresses 164, 170 and 200 Broadway); and (7% from municipal address 248 Broadway, Canadian Tire).

The Clerk and Revenue Manager are in attendance to answer any questions regarding the process and next steps.

Staff recommends that the BOM provides direction to the town council with respect to the associated by-laws.

MOTION

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

THAT the Board of Management recommends to the Town of Tillsonburg that the central core area parking levy by-law associated to the existing BIA zone remains unchanged; and that the existing levy apportionment by-law outlining the 43% and 7% annual contributions relating to the Tillsonburg Town Centre and Canadian Tire store remains the same.

5.1.2 CARRIAGE HALL

Item regarding follow-up to a request for a bouncy castle for Canada Day 2026. The board will recall that the BIA supports the public event at The Station Arts Centre on Canada Day each year as it is a non-for-profit, community event.

MOTION

Moved by: H. Vallee Seconded by: M. Tedesco

THAT the information from the delegation(s) be received as information.

6. STAFF REPORTS

7. FINANCE

7.1.1 APPROVAL/ADOPTION OF THE 2024 AUDITED FINANCIAL STATEMENTS

The revised, draft statements require approval by the BOM prior to the AGM. The draft statements will form an integral part of the AGM agenda.

Highlights:

The BIA recorded a profit of \$26,810 vs. a lost of (\$45,307) in FY2023 this is an improvement of \$72,117.

The FIP restricted funds balance is \$136,033. The projects in FY2025 paid to date and forecasted for the balance of year are \$72,079 resulting in a projected FIP restricted fund balance of \$63,954. Town Council directed that the \$63,954 balance be funded over the next 4 years = \$15,988.50 per year.

Staff will work with the town's finance team with regards to the FIP fund contributions. It is staff's recommendation that the payment(s) be made on a quarterly basis.

Staff requests that direction be given by the board on addressing the repayment with consideration given to receipt of incoming revenues.

The finance subcommittee will be assigned various tasks resulting from the auditor's "notes to management" with defined action plans and dates for completion.

MOTION

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

THAT the 2024 draft financial statements hereby be adopted.

7.1.2 ADJUSTMENTS TO THE 2026 FY BUDGET & BUSINESS PLANS

Town Council approved the transfer of the \$46,079 FY2020 deficit, (resulting from the pandemic era pop-up patio program), from the general fund to the restricted fund however this leaves a BIA contributory shortfall of \$63,954. Management has adjusted the FY2026 proposed budget to meet our obligations and objectives given council's direction and other recent impacts.

Separately, management also expects a full-year 2025 surplus. This surplus while expected, has not been factored into the 2026 financial plan.

MOTION

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

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

- 1) The total levy to be raised from the BIA membership is \$240,080 which represents a budget-to-budget increase of +8.8%. This increase includes an allocation for working capital necessitated by the timing of the receipt of funds at the end of each quarter.
- 2) The MOU amount be increased to \$58,959. This increase is driven by social issues including increased maintenance of the downtown core area, repairs to assets and public realm elements and is forecasted at an additional 3 staff hours per day. There is a 50% increase in dumped garbage in the central core area including abandoned shopping carts full of household items/waste.
- 3) A town capital contribution of \$20,000 which is a zero % increase VYA.
- 4) 2% increase in FTE wages, modest changes to the benefits program and to allocate expenses for the town-provided EAP program.
- 5) Continued focus on non-levy revenues including additional external funding to be provided by various stakeholders to be identified during the various program funding application periods.
- 6) Additional revenues and expenses associated with the proposed expansion of the co-working/business incubation space.
- 7) Service and operating agreements via an MOU with the TurtleFest Organizing Committee.
- 8) No contribution by either the Town of Tillsonburg or DTBIA to the Façade Improvement Program. The BIA, as directed by Town Council, will make contributions of \$63,954 to the Façade Improvement Program over a 4-year period to bring the restricted funds to a zero, (\$0 balance). Thus, there is no new FIP funding available for 2026.
- 9) Increased contribution under the “General and Administrative” budget line for professional fees.

7.1.3 FAÇADE IMPROVEMENT PROGRAM – UPDATED TRACKING AND ANALYSIS

The finance sub-committee led by Mike Bossy has been undertaking a thorough analysis of the FIP since inception of the program.

It appears that the BIA did not make contributions to the FIP for 2012 or 2013 to match the town's contributions. The ending balance in the deferred revenue fund as at year end 2023 was \$50,000 which only represented the town's contributions. There are also approximately \$14,000 in design fees which were charged to the general fund as opposed to the deferred revenue/restricted fund during that timeframe.

The finance sub-committee led by board member Bossy will continue work on the analysis of the restricted funds transactions back to 2012 to determine if there are any errors or omissions.

7.1.4 PREVIOUS YEARS FINANCIAL REVIEW – CONTEXT RELEVANT TO 2026 AND FUTURE YEARS PLANNING

The board will note that the actual levy collected in 2020 was \$109,474, compared to the budgeted amount of \$139,450, representing a shortfall of \$29,976. The board authorized an investment of \$75,000 for the pop-up patio project, which was required to fulfill the funding agreement with Community Futures Oxford. To qualify for the \$25,000 grant from CFO, the BIA was obligated to incur \$75,000 in expenditures—an unplanned cost. As a result, there was a full-year loss of \$46,097 for 2020.

The BIA is continuing to plan for the creation of designated reserve accounts to support the organization's long-term financial stability.

7.1.5 BANKING STATEMENTS AND TRANSACTIONS

The treasurer will hand out the VISA statement and bank statements for review by the board during the meeting.

8.0 GOVERNANCE

8.1.1 COMMITTEE MEETINGS

The sub-committees need to set a meeting schedule to review several items as follows:

HR – policy template development and updates to certain policies. Adoption of forecasted 2% wage increase for FY2026 for salaried employees. Consideration should be given for wage increases for the remaining hourly/casual employees.

FINANCE – continued review and recommendations regarding both the historical FIP issues and recommendations for the program moving forward.

FAÇADE IMPROVEMENT COMMITTEE – review all the policy documents and make recommendations to the Town of Tillsonburg on new policies and processes moving forward. This should be completed in the coming weeks in anticipation of a meeting with the town.

9.0 PLANNING APPLICATIONS

10.0 FAÇADE IMPROVEMENT PROGRAM

10.1.1 FIP PROJECT AND DISBURSEMENT UPDATE

All projects are fully completed. Management recommends that the board approves the remaining payment for the 18-24 Oxford Street project and 18 Harvey Street project. The finance subcommittee approved these at the August FC meeting.

Final payment on the 77 Broadway project, (David Gilvesy), in the amount of \$7,500 was made on 26 September 2025 as approved by the Board of Management. This project is now fully paid and all funds released.

FIP project payments to date in FY2025: \$47,079

Remaining project payments: \$15,000 (18-24 Oxford Street) and \$10,000 (18 Harvey Street).

Total FIP project payments in FY2025: \$72,079

MOTION

Moved by: H. Vallee Seconded by: W. Cameron

THAT the Board of Management approves the final payment on the FIP project at 18-24 Oxford Street in the amount of \$15,000 and full payment on the FIP project at 18 Harvey Street in the amount of \$10,000.

Note: payments to be made pending cash-flows including receipt of 2024 HST public sector rebate – expected on or about October 15th, 2025.

Given the financial pressures to date; the payments to be made to bring the FIP deficit back to zero; and the work necessary to create FIP policy

recommendations to the Town of Tillsonburg; it is suggested that there be no FIP contribution in FY2026.

11.0 MARKETING

11.1.1 MARKETING REPORT AND UPDATE

The marketing team will review the monthly report attachment MKE-25-10-01. The marketing team has been very busy with various activations and events in addition to planning for both the Halloween-themed events and Haunted House.

12.0 OPERATIONS

12.1.1 TRACKING OF OPERATIONAL METRICS

The team has implemented updated tracking forms which are used by the ambassador and operations team to record data. This data is used for both internal and external purposes. This will be presented at the regular monthly meetings. The board will recall that the 2025 YTD metrics have been used to support our request for additional MOU operating funds from the Town of Tillsonburg. A separate request has been sent to the County of Oxford – Human Services Dept. for consideration of an annual payment in support of our work to remediate social issues in the central commercial area of Tillsonburg.

13.0 CAPITAL PROJECT UPDATE

13.1.1 164 BROADWAY – REMOVAL OF TREES STUMPS + NEW PLANTINGS

The project has commenced and will be completed by October 15th. The new trees are ivory silk lilacs, (6 each), with engineered soil and irrigation tube. There are 8 additional sites to be excavated and replanted.

Management is working with the contractor to determine if this can be accomplished within the FY2025 capital budget – if not; this work will be carried over into FY2026.

Board of Management Meeting

AMENDED MINUTES – OPEN SESSION

Wednesday, May 28th, 2025

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

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

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

REGRETS – H. Vallee, W. Cameron

1. MOTION TO APPROVE THE AGENDA

Moved by: J. Van Campen Seconded by: E. Odorjan

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

CARRIED

2. DISCLOSURE OF PECUNIARY INTEREST

3. ADOPTION OF MINUTES

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

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

CARRIED

**4. CLOSED SESSION
MOTION**

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

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

239 2(b) Personal matters about identifiable individuals

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

239 2(c) Proposed land acquisition or disposal

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

CARRIED

5. STAFF REPORTS

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

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

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

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

5.1.2 LEGAL FEES – FOLLOW UP

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

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

5.1.3 EXECUTIVE DIRECTOR REPORT

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

There were no action items.

5.1.4 TURTLEFEST ORGANIZING COMMITTEE

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

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

MOTION

Moved by: M. Tedesco

Seconded by: B. Parsons

THAT the staff reports be received as information.

CARRIED

6. FINANCE

6.1.1 AUDIT PREPARATIONS

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

6.1.2 2026 BUDGET AND BUSINESS PLANS

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

Notwithstanding, the team has advanced the work plan and has prepared the 2026 budget which will be ready for board consideration at the upcoming meeting on June 25th.

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

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

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

Note: The levy impact calculator tool was not provided until 28 August 2025.

6.1.3 APRIL 2025 FINANCIAL REPORT

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

oversight, cheque signing authorities and subject to review by the Board of Management.

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

PLANNING APPLICATIONS SUBJECT TO REVIEW AND COMMENT BY THE DTBIA

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

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

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

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

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

MOTION

Moved by: C. Heutinck

Seconded by: J. Van Campen

THAT the Board of Management of the DTBIA hereby supports the zone change and OPA whereas Kermar Holdings Inc. of Chilliwack, BC pays a

fee in support of marketing for the central core area of **up to \$4,000** per annum for a period of 20 years **in addition to** the existing agreement for the DTBIA's approval of allowing a medical clinic in the Roulston's Pharmacy. The payment commencement date for this new agreement is effective and pro-rated to take effect upon the opening of the Dollarama location. The board agreed to have the ED negotiate with the principal owner of the property. The Development Commissioner suggested that the amount to be negotiated should be predicated on a "per square foot" basis and should be proportional to what was contained in the Rock Developments proposal in 2003.

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

CARRIED

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

7. FAÇADE IMPROVEMENT PROGRAM – STATUS UPDATE

7.1.1 77 BROADWAY

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

Background:

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

The Town of Tillsonburg and DTBIA did not make financial contributions to the FIP fund for either of 2024 or 2025. Associated transfers as approved

by both the BOM and Town Council during budget processes and prior projects resulted in the FIP balance forecasted to lly be nil as at the end of FY2025. Therefore, there are no additional monies available for this applicant or others to complete projects in the near term. Given the priorities of the board, it is unlikely that there would be FIP contributions in the next 2 fiscal years. The 10-year financial plan outlines new FIP contributions to commence again in FY2028 subject to approval of the financial plan.

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

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

MOTION

Moved by: B. Thompson

Seconded by: E. Odorjan

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

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

CARRIED

8. MARKETING

8.1.1 MARKETING REPORT AND UPDATE

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

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

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

9.1.1 BICYCLE RACKS

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

Discussion:

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

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

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

MOTION

Moved by: M. Bossy

Seconded by: B. Parsons

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

CARRIED

11. BY-LAWS/RESOLUTIONS

12. TO CONFIRM PROCEEDINGS RESOLUTION

MOTION

Moved By: B. Parsons

Seconded By: J. VanCampen

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

CARRIED

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

13. ITEMS OF PUBLIC INTEREST/ROUNDTABLE

There were no action items.

14. ADJOURNMENT

Moved by: C. Heutinck

Seconded by: M. Bossy

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

CARRIED

Board of Management Meeting

MINUTES – OPEN SESSION

Wednesday, July 23, 2025

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

CALL TO ORDER at 7:36 a.m. by CHAIR BIGGAR

QUORUM – 8 of 9: A. Biggar, M. Bossy, E. Odorjan, M. Tedesco, W. Cameron, H. Vallee, B. Parsons, B. Thompson, C. Panschow – NV.

REGRETS – J. Van Campen (vacation)

STAFF PRESENT: M. Renaud

1. MOTION TO APPROVE THE AGENDA

Moved by: B. Parsons

Seconded by: M. Bossy

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

CARRIED

2. DISCLOSURE OF PECUNIARY INTEREST

NONE DECLARED

3. ADOPTION OF MINUTES

Moved by: B. Thompson

Seconded by: W. Cameron

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

CARRIED

The minutes were adopted with no amendments.

4. CLOSED SESSION

MOTION

Moved by: H. Vallee

Seconded by: B. Parsons

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

239 2(b) Personal matters about identifiable individuals

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

239 2(c) Proposed land acquisition or disposal

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

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

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

239 2(h) Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;

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

CARRIED

5. STAFF REPORTS

5.1.1 2026 BUDGET AND BUSINESS PLANS

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

- A. Debt reduction will be pursued without incurring new debt – total debt payments in 2026 are projected at \$18,003.59, representing a 43% reduction, resulting in a remaining balance of \$23,943.53. It is planned that all current debt will be retired as of 31 December 2028.
- B. Levy adjustments are planned to build reserves and enhance cash flow, as a direct result in the 90-day delay in quarterly payments from the Town of Tillsonburg and an 18-month delay in receiving the annual PSAB/HST rebate.
- C. No FIP contribution is included. The program will be reviewed and potentially redesigned for future consideration by the board in subsequent years.
- D. Investments are planned for capital projects, including carryover projects.
- E. HR assumptions include no change to FTE count, a 2% increase in salaried wages, and updates to benefit costs reflecting EAP costs and potential changes to the benefits program.
- F. Deployment of manpower: reprioritize safety and operational imperatives to the busy summer period including consideration of security personnel. This will necessitate a change to scheduling and prioritization of public safety.
- G. External funding efforts will continue through applications to non-levy funding programs; an increase in coworking tenant income and further enhancements are anticipated.
- H. The TurtleFest MOU will be updated to support improved cost-recovery of BIA expenditures related to the festival.
- I. A significant increase in the town to BIA MOU given the increasing negative impacts of social issues, safety concerns, degradation of assets, increased maintenance costs and purchase of additional tools and equipment to remediate human waste/bodily fluids etc.
- J. Ongoing development and implementation of policies and procedures are planned.
- K. Additional priorities will be addressed as directed by the Board of Management.
- L. Additional allocations for training and development including board/staff education, conferences, meetings.

- M. Increased allocations due to higher subscription costs for IT services.
- N. Investment in IT assets including onsite back-up systems.
- O. Other projects may be undertaken subject to successful grant applications.

MOTION

Moved by: E. Odorjan

Seconded by: B. Parsons

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

- 1) The total levy to be raised from the BIA membership is \$240,080 which represents a budget-to-budget increase of +8.8%. This increase is driven by the need to provide essential working capital and to provide for an increase in professional fees.
- 2) The MOU amount be increased to \$58,959. This increase is driven by social issues including increased maintenance of the downtown core area, repairs to assets and public realm elements and is forecasted at an additional 3 staff hours per day. There is a 50% increase in dumped garbage in the central core area including abandoned shopping carts full of household items/waste.
- 3) A town capital contribution of \$20,000 which is a zero % increase vs. prior year.
- 4) 2% increase in FTE wages, modest changes to the benefits program and to allocate expenses for the town-provided EAP program.
- 5) Continued focus on non-levy revenues including additional external funding to be provided by various stakeholders to be identified during the various program funding application periods.
- 6) Additional revenues and expenses associated with the proposed expansion of the co-working/business incubation space.
- 7) Service and operating agreements via an MOU with the TurtleFest Organizing Committee.
- 8) No contribution by either the Town of Tillsonburg or DTBIA to the Façade Improvement Program and thus no FIP funding is available for the 2026 fiscal year. The FIP restricted fund balance as at the end of FY2025 is zero.

- 9) Debt reduction of \$18,003.59 and no new debt placement. All existing debts to be fully retired by the end of FY2028.
- 10) There is an allocation under “General and Administrative” costs for increased professional fees including accounting and legal fees.

DEFERRED

The board suggested the following items be changed in the budget:

- Explain in the council presentation the rationale for the increase in the MOU amounts. The ED suggested adding a per-capita calculation
- Add back in \$20,000 for FIP allocation.
- Change the reserve allocation to 10% of the levy requirement or \$24,000.
- Review all other items in the budget, line by line.
- That the Finance Committee consisting of the ED, Treasurer, Vice-Chair and Chair meet to finalize the budget.
- That the ED schedule a special board meeting to discuss and approve the budget as soon as possible.

The ED has incorporated the changes as directed by the Board of Management which necessitated minor adjustments to several of the line items.

5.1.2 2024 FULL-YEAR FINANCIAL RESULTS

Please review the attached draft income and expense statement. Some items remain to be finalized. A full-year profit was projected since no FIP expenses were recorded in 2024 due to project timing. Professional and accounting fees were higher than expected because of issues with the previous bookkeeper, updates to bookkeeping systems, and adjustments to old A/R and A/P balances.

There were no action items.

5.1.3 2025 FINANCIAL PERFORMANCE

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

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

There were no action items.

5.1.4 TURTLEFEST – PRESENT AND FUTURE

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

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

A draft video for the 2025 event will be presented to the board during the meeting. TurtleFest experienced increased production costs for the 2025 event because some stakeholders were unable to participate, resulting in the need for out-of-county EMS services.

Many vendors from the 2025 event have already registered for participation in the 2026 event. Acknowledgment is extended to the Province of Ontario – Ministry of Tourism, Gaming and Culture for their financial support of the festival.

The board agreed that TurtleFest should be operated under the umbrella of the BIA organization while maintaining a hybrid festival committee structure consisting of volunteers from the community in addition to BIA representatives.

5.1.5 AUDIT

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

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

There were no action items.

5.1.6 NON-LEVY REVENUES

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

There were no action items.

MOTION

Moved by: H. Vallee

Seconded by: B. Parsons

THAT the staff reports be received as information.

CARRIED

6.0 GOVERNANCE

6.1.1 BOARD VACANCIES

Management to give a verbal update to the board. The constitution of the DTBIA has the following section on board operations:

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

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

There were no action items.

7.0 PLANNING APPLICATIONS

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

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

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

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

There were no action items.

8.0 **FAÇADE IMPROVEMENT PROGRAM – STATUS UPDATE**

A verbal update to be given.

The ED gave a verbal update and there were no action items.

9.0 **MARKETING**

9.1.1 **MARKETING REPORT AND UPDATE**

The ED gave a brief verbal update.

There were no action items.

10.0 **CAPITAL PROJECT UPDATE**

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

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

The ED asked the Development Commissioner to follow-up on the town's 2025 capital payment to the BIA as it has yet to be received.

The ED reiterated that no capital expenses will be undertaken until such a time that this funding is received.

The only action item was the request as per the above.

10.1.2 **IT ASSETS**

There were no action items. Staff will procure the necessary items only as contained in the approved 2025 financial plan and where feasible, shift remaining items to the 2026 financial plan.

DTBIA Finance Committee Meeting

MINUTES

Wednesday, August 6th, 2025

8:00 AM 10-164 Broadway, Tillsonburg Web link - <https://us02web.zoom.us/j/4147170612>

CALL TO ORDER at 8:01 a.m. by CHAIR BIGGAR

QUORUM – Yes, 2 of 3 committee members: A. Biggar, E. Odorjan

ABSENT – M. Bossy

Staff present – M. Renaud

1. MOTION TO APPROVE THE AGENDA

Moved by: E. Odorjan

Seconded by: A. Biggar

THAT the agenda for the Finance Committee meeting of August 6th, 2025,
hereby be adopted.

CARRIED

2. DISCLOSURE OF PECUNIARY INTEREST

3. ADOPTION OF MINUTES

4. CLOSED SESSION

5. STAFF REPORTS

6. FINANCE

6.1.1 2026 BUDGET AND BUSINESS PLANS

The FC is to finalize the draft budget template to be ready to be presented for review and approval at the August 13th, 2025, full board meeting.

The FC reviewed the changes to draft budget as directed by the BOM at the last board meeting. The ED reviewed the various inputs including the assumptions for the grant and coworking incomes and the impacts from forecasting an addition site for storage, boardroom and new coworking tenants for both revenues and expenses.

The Executive Director reviewed the human resources assumptions, including the reallocation of summer staffing and the additional hours required to maintain the downtown area at a high standard, given the substantial rise in workload associated with ongoing social challenges.

Furthermore, there has been a marked increase in the volume of illegally dumped garbage, household waste, and shopping carts containing personal and household items. The removal of human waste, bodily fluids, needles, food containers, sleeping bags, pillows, and similar materials has reached unprecedented levels.

7. INFORMATION ITEMS

8. FAÇADE IMPROVEMENT PROGRAM – PAYMENT STATUS

8.1.1 OUTSTANDING PROJECTS

Recommendations for grant release to be discussed for:

77 Broadway – final payment of \$7,500

18 Harvey Street – full payment of \$10,000

The FC agreed to support grant payments for the above projects as cash-flows permit.

9. MARKETING

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

10.1.1 164 AREA TREE REPLACEMENTS

This project remains on hold pending the receipt of capital funds from the Town of Tillsonburg.

11. RESOLUTIONS/RESOLUTIONS RESULTING FROM CLOSED SESSION

12. BY-LAWS/RESOLUTIONS

13. TO CONFIRM PROCEEDINGS RESOLUTION

14. ITEMS OF PUBLIC INTEREST

14. ADJOURNMENT

Moved by: A. Bigger

Seconded by: E. Odorjan

THAT the Board finance sub-committee meeting of August 6th, 2025,
hereby be adjourned at 8:51 a.m.

CARRIED

Note: The minutes of this FC meeting must be ratified at the next BOM
meeting to be held 13 August 2025.



Downtown Tillsonburg Business Improvement Area

MINUTES – OPEN SESSION

Human Resources Committee Meeting - Board of Management

Monday, August 18th, 2025

4:00 pm 10-164 Broadway, Tillsonburg Web link - <https://us02web.zoom.us/j/4147170612>

1. CALL TO ORDER AT: 4:02 p.m.

Members present: M. Bossy, A. Biggar, B. Parsons, W. Cameron

Committee quorum: Yes, 4 of 4.

Staff present: M. Renaud

2. MOTION TO ADOPT THE AGENDA

Moved by: A. Biggar

Seconded by: W. Cameron

THAT the agenda for the HR Committee meeting of August 18th, 2025, hereby be approved.

CARRIED

3. DISCLOSURE OF PECUNIARY INTEREST

NONE DECLARED

4. CLOSED SESSION

MOTION

Moved by: W. Cameron

Seconded by: A. Biggar



THAT the HR Committee moves into CLOSED SESSION for the purposes of:

239 (2)(b) Personal matters about an identifiable individual, including municipal or local board employees;

- Review of an allegation of harassment reported to the Board of Management and HR committee (historical context).
- Examination of the related HR investigation, including analysis of documentation and timelines.
- Discussion of findings and consideration of a resolution to conclude the complaint process.

CARRIED

5. RESUME OPEN SESSION AT 4:34 p.m.

ITEMS RESULTING FROM CLOSED SESSION

MOTION

Moved By: W. Cameron

Seconded By: A. Biggar

THAT the recommendations from the Closed Session; including communications received and matters relating to the verbal human resources complaint and actions associated therein, hereby be approved.

CARRIED

6. ITEMS OF PUBLIC INTEREST

7. ADJOURNMENT

Moved by: A. Biggar

Seconded by: W. Cameron

THAT the HR Committee meeting of August 18th, 2025, hereby be adjourned at 4:38 p.m.

CARRIED

**DOWNTOWN TILLSONBURG
BUSINESS IMPROVEMENT AREA**

**FINANCIAL STATEMENTS
For the year ended December 31, 2024**

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

For the year ended December 31, 2024

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INDEPENDENT AUDITORS' REPORT

To the Members of Downtown Tillsonburg Business Improvement Area

Qualified Opinion

We have audited the financial statements of Downtown Tillsonburg Business Improvement Area (the 'BIA' or 'local board'), which comprise the statement of financial position as at December 31, 2024, the statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the local board as at December 31, 2024, and the results of its operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Qualified Opinion

In common with many organizations, the local board derives revenue from donations and other contributions the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the local board and we were not able to determine whether any adjustments might be necessary to revenues for the years ended December 31, 2024 and 2023 and, annual surplus, accumulated surplus and net financial assets as at January 1 and December 31 for both the 2024 and 2023 years. Our audit opinion on the financial statements for the year ended December 31, 2023 was also modified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the BIA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the BIA's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the BIA or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the BIA's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with

Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the BIA's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the BIA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the BIA to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Approval Date
Brantford, Ontario

CHARTERED PROFESSIONAL ACCOUNTANTS
Licensed Public Accountants

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF FINANCIAL POSITION

As at December 31	2024	2023
Financial Assets		
Cash	61,642	81,080
Accounts receivable	15,113	25,104
Harmonized sales tax recoverable	12,496	15,464
	89,251	121,648
Liabilities		
Accounts payable and accrued liabilities	39,226	75,693
Employee deductions payable	4,912	1,840
Due to the Town of Tillsonburg (Note 12)	116	21,283
Deferred income	4,657	4,657
Loan payable (Note 8)	15,579	30,000
	64,490	133,473
Net Financial Assets	24,761	(11,825)
Non-Financial Assets		
Tangible capital assets (Note 3)	33,299	39,901
Intangible assets (Note 4)	10,496	13,120
Inventory	-	496
Prepaid expenses	666	720
	44,461	54,237
Net Assets	69,222	42,412
Accumulated Surplus (Note 6)	69,222	42,412

APPROVED ON BEHALF OF THE BOARD

Director

Director

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the year ended December 31	Budget	2024	2023
Revenues			
Tax levy - Town of Tillsonburg	221,473	221,036	167,182
Facade improvement plan	-	-	32,743
Capital contribution - Town of Tillsonburg	20,000	20,000	15,000
Memorandum of understanding	37,119	37,119	35,115
Grants and wages subsidies	32,500	38,351	53,484
Other income (Note 7)	106,500	36,157	48,960
Interest	2,000	80	710
Donations	40,000	8,656	2,801
Debt forgiveness	-	20,384	-
	459,592	381,783	355,995
Expenses			
Maintenance and beautification	65,500	10,981	15,979
Operational	295,227	283,362	288,155
AGM	-	2,985	3,063
Debt payments	45,903	14,492	14,452
Special projects	-	-	34,492
Marketing and events	13,750	23,330	14,197
Bad debt	-	4,281	109
Amortization	-	15,542	7,041
	420,380	354,973	377,488
Operating Surplus (Deficiency)	39,212	26,810	(21,493)
Professional Fees - Human Resources	-	-	23,814
Excess (Deficiency) of Revenues over Expenses	39,212	26,810	(45,307)
Accumulated Surplus - Beginning of Year	-	42,412	87,719
Accumulated Surplus - End of Year	-	69,222	42,412

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the year ended December 31	2024	2023
Annual Surplus (Deficit)	26,810	(45,307)
Change in prepaid expenses	54	-
Change in inventory	496	1,309
Purchase of capital assets and intangibles	(6,316)	(60,062)
Amortization of capital assets	15,542	7,041
Increase (Decrease) in Net Financial Assets	36,586	(97,019)
Net Financial Assets - Beginning of Year	(11,825)	85,194
Net Financial Assets - End of Year	24,761	(11,825)

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF CASH FLOWS

For the year ended December 31	2024	2023
Cash Flows from Operating Activities		
Excess (Deficiency) of Revenues over Expenses	26,810	(45,307)
Charges (credits) to income not involving cash Amortization	15,542	7,041
	42,352	(38,266)
Change in non-cash working capital balances		
Accounts receivable	9,991	(16,765)
Inventory	496	1,309
Prepaid expenses	54	-
Accounts payable	(36,467)	55,632
Harmonized sales tax receivable	2,968	(7,656)
Employee deductions payable	3,072	(1,258)
Deferred income	-	4,657
	22,466	(2,347)
Cash Flows from Financing Activities		
Advances of loans	-	30,000
Repayment of loans	(14,421)	-
Due to the Town of Tillsonburg	(21,167)	24,428
	(35,588)	54,428
Cash Flows from Capital Activities		
Purchase of tangible capital assets and intangibles	(6,316)	(60,062)
Net Decrease in Bank	(19,438)	(7,981)
Opening Bank	81,080	89,061
Closing Bank	61,642	81,080

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

1. DESCRIPTION OF BUSINESS

The Downtown Tillsonburg Business Improvement Area is a non-profit, local board as created under the Municipal Act, RSO Ontario. The board oversees the improvement, beautification, and maintenance of municipally-owned land, buildings, and structures in the designated area beyond that provided at the expense of the municipality generally and to promote the area as a business and shopping area.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Downtown Tillsonburg Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of CPA Canada.

(a) Basis of Accounting

Revenues and expenses are recorded on the accrual basis, whereby they are reflected in account in the period in which they have been earned and incurred respectively, whether or not such transactions have been settled by the receipt or payment of money.

(b) Fund Accounting

The Downtown Tillsonburg Business Improvement Area follows the principles of fund accounting. The Downtown Tillsonburg Business Improvement Area operates with one general fund. The general fund records amount used for the day to day operations. The Restricted fund records contributions restricted for the facade improvement plan. See Note 5.

(c) Revenue Recognition

Restricted contributions related to the facade improvement plan operations are recognized as revenue of the restricted fund in the year in which the contributions are received.

Unrestricted contributions are recognized as revenue of the general fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met and reasonable estimates of the amounts can be made.

(d) Financial Instruments

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Financial Instruments (continued)

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method (or effective interest rate method).

All financial assets are assessed for impairment on an annual basis at the end of the fiscal year. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and adjusted through the statement of remeasurement gains and losses.

When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

The Standards require an organization to classify the fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

Level 1 - Unadjusted quoted market prices in active markets for identical assets or liabilities;

Level 2 - Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in active markets or market data for substantially the full term of the assets or liabilities; and

Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of assets and liabilities.

The local board's financial instruments consist of cash, accounts receivable and accounts payable. The amortized cost of these financial instruments approximate their carrying values, unless otherwise noted.

(e) Measurement Uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

(f) Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

(g) Gifts in Kind

Donated goods, services and facilities are not reported in these financial statements.

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(h) Tangible Capital Assets

Tangible capital assets are stated at cost. Amortization is provided for in the accounts as follows:

Computer Equipment	30% declining balance
Fixtures and Equipment	30% declining balance

In the year of acquisition, amortization is provided for at one-half of the above rates. No amortization is provided for in the year of disposal.

(i) Intangible Assets

Intangible assets are stated at cost. Amortization is provided for on a 5 year straight line basis.

In the year of acquisition, amortization is provided for at one-half of the above rate. No amortization is provided for in the year of disposal.

3. TANGIBLE CAPITAL ASSETS	Cost	Accumulated Amortization	2024	2023
Computer equipment	1,680	451	1,229	663
Fixtures and equipment	51,578	19,508	32,070	39,238
	53,258	19,959	33,299	39,901

4. INTANGIBLE ASSETS	Cost	Accumulated Amortization	2024	2023
Software	13,120	2,624	10,496	13,120

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

5.	RESTRICTED FUNDS	2024	2023
During the year the following activity occurred within the restricted fund:			
Facade Improvement Plan (FIP)			
	Opening balance	182,130	146,622
	Contributions received during the year	-	35,000
	Qualified expenditures during the year	-	(34,492)
	Transfer from general fund	-	35,000
	Approved reallocation of prior year expenditures from the general fund	(46,097)	-
	Restricted funds - closing balance	136,033	182,130
6.	ACCUMULATED SURPLUS	2024	2023
Accumulated surplus consists of the following:			
	Accumulated deficit from operations	(66,811)	(139,718)
	Restricted fund - Facade Improvement Plan (Note 5)	136,033	182,130
		69,222	42,412
7.	OTHER INCOME	2024	2023
	Sponsorship/donation	13,636	29,864
	Rental income	16,603	11,405
	Event ticket sales and miscellaneous income	5,918	7,691
		36,157	48,960

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

8. LOAN PAYABLE

The loan payable balance consists of a loan taken out by the Town of Tillsonburg on behalf of the BIA. The loan is due in blended semi annual installments of \$5,467, bearing interest at the rate of 5.22% per annum. Required principal and interest payments over the next two years are:

2025 - \$10,252

2026 - \$5,328

9. COMPARATIVE FIGURES

Certain of the prior year's figures, provided for purposes of comparison, have been reclassified to conform with the current year's presentation.

10. FINANCIAL INSTRUMENTS

The BIA has identified the following financial risks:

Credit Risk

Credit risk is the risk that one party to a financial asset will cause a financial loss for the company by failing to discharge an obligation. The BIA's credit risk is mainly related to accounts receivable. The BIA provides credit to its clients in the normal course of operations. The risk of loss is considered remote.

Liquidity Risk

Liquidity risk is the risk of being unable to meet cash requirements or to fund obligations as they become due. Trade payable and accrued liabilities are generally paid within 30 days. This risk has increased from the prior year due to an increased deficit in the operating fund.

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

11. COMMITMENT

The Town of Tillsonburg incurred debt on behalf of the Downtown Tillsonburg Business Improvement Area related to the acquisition of LED streetlights. The Downtown Tillsonburg Business Improvement Areas has committed to reimburse the Town of Tillsonburg for the principal and interest payments on this debt. The outstanding commitment as at December 31, 2024 was \$46,000 (2023 - \$57,500). The commitment will be complete in December of 2028 and payments over the next four years are as follows:

2025 - \$12,914
2026 - \$12,537
2027 - \$12,162
2028 - \$11,784

Office

The Downtown Tillsonburg Business Improvement Area has a rental agreement with the Tillsonburg Town Centre for office space at the rate of \$1,000 per month for the offices located at 164 Broadway, Unit 10, Tillsonburg, ON. The amounts are expensed as incurred and the lease is renewed annually under similar terms.

Other

The Downtown Tillsonburg Business Improvement Area has a vehicle lease agreement with monthly charges of \$655 plus HST, expiring in March 2026.

Facade Improvement Program

At year end there were three open applications related to the facade improvement program totaling \$62,079.

12. RELATED PARTY TRANSACTIONS

All related party transactions are considered to be in the normal course of operations and are recorded at the exchange amount agreed to by the related parties. Amounts owing are non interest bearing with no set terms of repayment.

13. SUBSEQUENT EVENTS

Subsequent to year end, a new application was received for the facade improvement program totaling \$10,000.

Wednesday, October 1, 2025

Millard, Rouse and Rosebrugh LLP
96 Nelson Street
Brantford, Ontario N3T 5N3

Dear Sir/Madame:

This representation letter is provided in connection with your audit of the financial statements of Downtown Tillsonburg Business Improvement Area for the year ended December 31, 2024 for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian public sector accounting standards.

In making the representations outlined below, we took the time necessary to appropriately inform ourselves on the subject matter through inquiries of entity personnel with relevant knowledge and experience, and, where appropriate, by inspecting supporting documentation.

We confirm that (to the best of our knowledge and belief):

1. Financial Statements

We have fulfilled our responsibilities as set out in the terms of the audit engagement dated Friday, January 10, 2025 for:

- a. Preparing and fairly presenting the financial statements in accordance with Canadian public sector accounting standards;
- b. Providing you with:
 - i. Access to all information of which we are aware that is relevant to the preparation of the financial statements, such as:
 - a. Accounting records, supporting data and other relevant documentation,
 - b. Minutes of meetings (such as shareholders, board of directors and audit committees) or summaries of actions taken for which minutes have not yet been prepared, and
 - c. Information on any other matters, of which we are aware, that is relevant to the preparation of the financial statements;*
 - ii. Additional information that you have requested from us for the purpose of the audit; and
 - iii. Unrestricted access to persons within the entity from whom you determine it necessary to obtain audit evidence.
- c. Ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements; and
- d. Designing and implementing such internal control as we determined is necessary to enable the

preparation of financial statements* that are free from material misstatement, whether due to fraud or error. We have also communicated to you any deficiencies in the design and implementation or the maintenance of internal control over financial reporting of which management is aware.

2. Fraud and Non-Compliance

We have disclosed to you:

- a. All of our knowledge in relation to actual, alleged or suspected fraud affecting the entity's financial statements involving:
 - i. Management;
 - ii. Employees who have significant roles in internal control; or
 - iii. Others where the fraud could have a material effect on the financial statements;
- b. All of our knowledge in relation to allegations of fraud or suspected fraud communicated by employees, former employees, analysts, regulators or others;
- c. All known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements that should be considered when preparing the financial statements;
- d. All known, actual, or possible litigation and claims that should be considered when preparing the financial statements; and
- e. The results of our risk assessments regarding possible fraud or error in the financial statements.

3. Related Parties

We confirm that there were no related-party relationships or transactions that occurred during the period.

4. Estimates

We acknowledge our responsibility for determining the accounting estimates required for the preparation of the financial statements in accordance with Canadian public sector accounting standards. Those estimates reflect our judgment based on our knowledge and experience of past and current events, and on our assumptions about conditions we expect to exist and courses of action we expect to take. We confirm that the methods, significant assumptions and the data used by us in making accounting estimates and related financial statement disclosures, including those measured at fair value, are appropriate to achieve recognition, measurement or disclosure that is in accordance with Canadian public sector accounting standards.

5. Subsequent Events

All events subsequent to the date of the financial statements and for which Canadian public sector accounting standards requires adjustment or disclosure have been adjusted or disclosed.

6. Commitments, Contingent Liabilities/Assets, Guarantees

There are no additional commitments, contingent liabilities/assets or guarantees (written or oral) that should be disclosed in the financial statements. This includes liabilities arising from contract terms, illegal acts or possible illegal acts, and environmental matters that would have an impact on the financial statements.

7. Adjustments

We have reviewed, approved and recorded all of your proposed adjustments to our accounting records. This includes journal entries, changes to account coding, classification of certain transactions and preparation of, or changes to, certain accounting records.

8. Misstatements

The effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. A list of the uncorrected misstatements, including the reasons why they were not corrected, is attached to this letter.

9. Other Representations

All significant accounting policies are disclosed in the financial statements and are consistent with those used in the previous period.

We have complied with all the terms and conditions of all contractual agreements that could have a material effect, in the event of non-compliance, on the financial statements.

We have recorded in the accounts all known liabilities of our entity as at except for trivial amounts.

We have evaluated whether there are indicators of impairment for all financial assets measured at cost or amortized cost, and where there has been a significant adverse change in the expected timing or amount of future cash flows from a financial asset or group of similar financial assets, we have assessed whether a reduction in the carrying value is necessary.

When an impairment is necessary, the carrying amount of the asset, or group of assets, has been reduced to the highest of the cash flows expected to be generated by holding the asset, the amount that could be realized by selling the asset and the amount that the entity expects to realize by exercising any right to collateral held to secure repayment of the asset net of all costs necessary to exercise those rights. The amount of the decline in fair value has been included in net income in the period incurred.

We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

We have approved all journal entries and other adjustments proposed by you, and they have been included in our financial statements.

All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
eased, a reversal of the previously recognized impairment loss has been recognized in earnings.

The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.

The accounts receivable reflected in the accounts constitute valid claims against customers and other debtors. They do not include amounts for goods shipped on consignment, approval or under repurchase commitments, or for goods shipped after .

Receivables known to be uncollectible have been written off, and adequate provision has been made for anticipated adjustments or losses in connection with the collection of receivables.

We have disclosed to you the identity of all related parties and all related-party relationships and transactions of which we are aware. This includes sales, purchases, loans, transfers of assets, liabilities and services, leasing agreements, guarantees, non-monetary transactions, and transactions for no consideration for the period ended as well as related balances due to or from such parties at the period end.

Related-party transactions have been properly measured and disclosed in the financial statements, and we confirm our belief that any receivable balances are fully collectable.

We have recorded all revenue that met the following criteria:

- a. Persuasive evidence of an arrangement exists;
- b. Delivery has occurred, or services have been rendered;
- c. Price is fixed or determinable; and
- d. Collectability is reasonably assured

There have been no events between the balance sheet date and the date of this letter that would require recognition or disclosure in the financial statements.

We have disclosed to you all known instances of non-compliance or suspected non-compliance with our funding and grant agreements.

Outstanding commitments for the Facade Improvement Plan at December 31, 2024 are \$62,079.

Yours truly,

_____ Title: _____

Name of Chief Executive Officer or equivalent and title

_____ Title: _____

Name of Chief Financial Officer or equivalent and title

Description	Circumstances of occurrence		Amount of over (under) misstatement in the financial statements before making any adjustment for the effect of income taxes						Corrected? Yes/No
			W/P ref.	Assets	Liabilities	Pre-tax Income	Equity	Financial statement disclosures	
Unorrected misstatements carried forward				-	-	-	-		
SUD 1 - HST extrapolation	Extrapolation of variance		41	872	-	872	872		No
SUD 2 - In Kind Donation	Recognition of in kind donation		6.7-1	-	-	-	-		No
SUD 3 - recording of receivable	Recognition of AR - waiting on new cheque		6.7-2	(3,783)	-	(3,783)	(3,783)		No
				-	-	-	-		
				-	-	-	-		
				-	-	-	-		
				-	-	-	-		
				-	-	-	-		
				-	-	-	-		
				-	-	-	-		
Total of identified misstatements during the audit				(2,911)	-	(2,911)	(2,911)		
Misstatements corrected by management				-	-	-	-		
Total uncorrected misstatements				(2,911)	-	(2,911)	(2,911)		
Effect of uncorrected misstatements on income taxes						-	-		
Effect of uncorrected misstatements from prior periods						-	-		
Uncorrected misstatements to be carried forward						(2,911)	(2,911)		

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

*Version updated post 22 September 2025 Town Council meeting

	2025 <u>*Forecast</u>	2026 <u>Proposed</u>	Chg <u>+/-</u>	2027 <u>Planned</u>	Chg <u>+/-</u>	2028 <u>Planned</u>	Chg <u>+/-</u>	2029 <u>Planned</u>	Chg <u>+/-</u>	2030 <u>Planned</u>	Chg <u>+/-</u>
Revenues:											
Total Levy	\$223,100	\$240,080	8.8%	\$254,420	6.0%	\$261,110	2.6%	\$268,280	2.7%	\$273,750	2.0%
Façade Improvement Program	\$0	\$0	n/a	\$20,000	n/a	\$30,000	n/a	\$30,000	n/a	\$30,000	n/a
Town to BIA MOU	\$37,119	\$58,959	59%	\$60,138	2.0%	\$61,341	2.0%	\$62,568	2.7%	\$63,819	1.2%
Town contribution to capital	\$20,000	\$20,000	0%	\$20,000	0.0%	\$25,000	25.0%	\$25,000	3.0%	\$25,000	3.0%
Town of Tillsonburg total:	\$280,219	\$319,039		\$354,558	11.1%	\$377,451	6.5%	\$385,848	3.4%	\$392,569	4.4%
Grant income - approved	\$0	\$10,000		\$0		\$20,000		\$0		\$20,000	
Grant income - applications (new) pending	\$0	\$125,000		\$0		\$50,000		\$10,000		\$0	
Wage subsidy programs	\$41,300	\$44,500		\$46,000		\$47,000		\$48,000		\$50,000	
Co-working space income	\$19,863	\$72,200		\$66,000		\$67,500		\$70,000		\$75,000	
Interest + other income	\$80	\$150		\$1,000		\$2,625		\$1,700		\$1,800	
Donations + sponsorship income inc mktg	\$20,000	\$42,000		\$47,000		\$49,000		\$60,000		\$65,000	
TurtleFest revenues	\$0	\$90,000		\$92,000		\$95,000		\$97,750		\$100,000	
TurtleFest MOU to BIA for services	\$7,661	\$16,000		\$17,000		\$20,000		\$20,000		\$20,000	
Contracted services - external	\$6,000	\$11,000		\$7,300		\$7,500		\$8,000		\$8,500	
671 Broadway agreement	\$4,000	\$6,000		\$6,000		\$6,000		\$6,000		\$6,000	
County Human Services funding	\$0	\$7,556		\$0		\$0		\$0		\$0	
Reimbursement of legal fees	\$5,978	\$0		\$0		\$0		\$0		\$0	
Product sales, marketing income	\$1,500	\$3,000		\$3,500		\$15,600		\$17,500		\$14,600	
Other revenue sub-total:	\$106,382	\$427,406		\$285,800		\$380,225		\$338,950		\$360,900	
Total Revenues:	\$386,601	\$746,445		\$640,358		\$757,676		\$724,798		\$753,469	
Expenses:											
Beautification – plants, trees, flowers (partial capital)	\$6,530	\$9,100		\$8,000		\$10,000		\$21,000		\$22,800	
Capital projects - equipment	\$1,600	\$15,660		\$27,220		\$28,500		\$42,500		\$20,000	
Capital projects - public realm	\$11,000	\$31,500		\$31,800		\$32,300		\$55,000		\$69,000	
Capital projects - office/IT	\$4,050	\$6,500		\$6,200		\$6,200		\$4,280		\$1,000	
Capital total:	\$16,650	\$53,660		\$65,220		\$67,000		\$101,780		\$90,000	
Grant project costs (includes capital purchases)	\$0	\$125,000		\$0		\$70,000		\$0		\$0	
Debt payments	\$23,847	\$18,003		\$12,160		\$11,784		\$0		\$0	
FTE salaries	\$131,000	\$135,577		\$138,373		\$145,292		\$149,735		\$154,225	
Casual + part time labour inc MSC placements	\$74,000	\$91,600		\$93,200		\$98,261		\$98,961		\$101,500	
Non-wage HR costs - CPP, EI, WSIB, etc.	\$19,230	\$24,335		\$26,750		\$33,748		\$34,423		\$35,112	
Human Resources	\$224,230	\$251,512		\$258,323		\$277,301		\$292,277		\$299,190	
General & Administrative	\$65,707	\$116,869		\$116,515		\$120,452		\$124,258		\$130,432	
Legal and professional fees	\$10,300	\$12,750		\$12,750		\$12,750		\$13,000		\$20,000	
TurtleFest expenses	\$0	\$90,000		\$92,000		\$95,000		\$97,750		\$100,000	
FIP - payment to restricted fund	\$0	\$15,989		\$15,989		\$15,989		\$15,989		\$0	
Inter-governmental adjustment	\$0	\$0		\$0		\$0		\$0		\$0	
Marketing and events	\$15,150	\$23,162		\$24,150		\$31,000		\$21,502		\$24,620	
Gift card program - one time + ongoing fees	\$10,180	\$5,900		\$5,990		\$6,400		\$6,400		\$6,400	
Transfer to reserves	\$0	\$24,500		\$29,261		\$40,000		\$40,000		\$38,380	
*Total Expenses:	\$372,594	\$746,445		\$640,358		\$757,676		\$724,798		\$723,469	
Excess (deficiency) of Revenues over Expenses	\$14,007	\$0		\$0		\$0		\$0		\$30,000	



INDEPENDENT AUDITORS' REPORT

To the Members of:

TILLSONBURG BUSINESS IMPROVEMENT AREA

We have audited the accompanying financial statements of Tillsonburg Business Improvement Area, which are comprised of the statement of financial position as at December 31, 2013 and the statements of general operations, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian Generally Accepted Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many non-profit organizations, the association derives revenue from fund raising, donations and other sundry sources, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of this revenue was limited to the amounts recorded in the records of the association and we were not able to determine whether any adjustments might be necessary to fundraising and other sundry revenue.

Qualified Opinion

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Tillsonburg Business Improvement Area as at December 31, 2013, and the results of its operations for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Good Redden Klosler LLP

CHARTERED ACCOUNTANTS

Licensed Public Accountants

Tillsonburg, Ontario
March 12, 2014

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Our Reports and Certificates are issued on the understanding that unless they are reproduced in their entirety, any summaries thereof, excerpts therefrom, or references thereto, shall be submitted to us for approval.

TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF FINANCIAL POSITION

As at December 31, 2013

(With comparative figures as at December 31, 2012)

(Audited)

	2013	2012
ASSETS	\$	\$
Current Assets		
Cash	92,868	39,223
Accounts receivable	1,942	-
Account receivable from Town of Tillsonburg	-	28,258
HST receivable	8,955	8,454
Total Assets	103,765	75,935
LIABILITIES AND FINANCIAL POSITION		
Current Liabilities		
Deposits - BIA Bucks	1,055	1,465
Accounts payable and accrued liabilities	6,669	4,745
Current portion of long-term debt	2,000	-
Total current liabilities	9,724	6,210
Deferred Revenue - note 5	50,000	-
Long-Term Debt - note 4	8,000	-
Financial Position		
Reserve	36,041	69,725
Total Liabilities and Financial Position	103,765	75,935

Approved by: _____



TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF GENERAL OPERATIONS

For the year ended December 31, 2013

(With comparative figures for the year ended December 31, 2012)

(Audited)

	2013	2012
	\$	\$
Revenue		
Municipal levies	94,001	97,792
Grants and donations	5,142	2,500
AGM and other miscellaneous income	405	10,904
Interest income	121	335
Total revenue	99,669	111,531
Expenditures		
Operational	51,205	46,760
Beautification and special projects	50,130	15,061
Promotion	22,483	21,297
Debt payments - note 3	9,535	9,535
Total expenditures	133,353	92,653
Excess (Deficiency) of Revenue over Expenditures	(33,684)	18,878
Financial Position, Beginning of Year	69,725	50,847
Financial Position, End of Year	36,041	69,725



TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF CASH FLOWS

For the year ended December 31, 2013

(With comparative figures for the year ended December 31, 2012)

	2013 \$	2012 \$
Cash Flows from Operating Activities		
Excess (deficiency) of revenue over expenditures for the year	(33,684)	18,878
Changes in non-cash working capital accounts		
Decrease (increase) in accounts receivable	(1,942)	-
Decrease (increase) in account receivable from town	27,757	(22,629)
Increase (decrease) in accounts payable and accrued liabilities	1,924	(3,931)
(Decrease) in deferred revenue	50,000	-
Increase (decrease) in deposits	(410)	(925)
Increase (decrease) in current portion of long-term debt	2,000	-
Cash flows from (applied to) operating activities	45,645	(8,607)
Cash Flows from Financing Activities		
Increase (decrease) in long-term debt	8,000	-
Increase (Decrease) in Cash During the Year	53,645	(8,607)
Cash at Beginning of Year	39,223	47,830
Cash at End of Year	92,868	39,223



TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2013

(Audited)

1. OPERATIONS

The organization is a non-profit organization, established to utilize the combined strength of its members in the business improvement area to maintain, rejuvenate and revitalize the commercial core of Tillsonburg.

2. SIGNIFICANT ACCOUNTING POLICIES

The organization follows Canadian accounting standards for not-for-profit organizations, significant aspects of the accounting policies adopted by the Board are as follows:

(a) Accrual Basis of Accounting

Revenue and expenditures are recorded on the accrual basis, whereby they are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

(b) Fund Accounting

The organization follows the principles of fund accounting and operates using one fund. Any excess funds are to be kept in reserve for the beautification of the downtown area.

(c) Revenue Recognition

The organization follows the restricted method of fund accounting. Revenue from tax levies are recognized when due from the town, investment income is recognized when earned, and other revenues are recognized when received or become collectable.

(d) Estimates

In the preparation of financial statements, estimates and assumptions are made which can effect the amounts reported and note disclosures. The actual results may differ from these estimates.

(e) Capital Assets

In common with non-profit organizations of this size, capital assets are expensed as incurred.

3. COMMITMENTS

The Town of Tillsonburg incurred debt on behalf of the Board of Management. The Tillsonburg BIA is responsible for the yearly repayment of principal and interest payments on this debt. The yearly repayments are expensed as incurred. The outstanding commitment as at December 31, 2013 was \$50,253 (2012 - \$57,075). The loan matures in 2019.



TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2013

(Audited)

4. LONG-TERM DEBT

Represents loan payable to the Town of Tillsonburg. Bears no interest and requires yearly principal payments of \$2,000.

The principal payments required over the next five years are as follows:

	\$
2014	2,000
2015	2,000
2016	2,000
2017	2,000
2018	2,000

5. DEFERRED REVENUE

This represents funds received from the Town of Tillsonburg related to facade improvements grants to be paid to downtown businesses that provided successful applications. The grants have not been paid as of year end. The income will be recorded when the grants are paid.

The BIA has approved a total of 15 facade improvement applications with a total commitment to be paid of \$84,255.

6. FINANCIAL INSTRUMENTS

The fair value of accounts payable and accounts receivable is approximately equal to their carrying value due to their short-term maturity date. The organization holds its investments (reserve) in the form of cash and the carrying value is considered to be the fair value.

It is Management's opinion that the association is not exposed to any significant interest, currency or credit risks arising from financial instruments.

7. ECONOMIC DEPENDENCE

The organization is funded by the municipal levels of the Town of Tillsonburg and is dependent on these levies to carry out its operations.



TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2013

(Audited)

4. LONG-TERM DEBT

Represents loan payable to the Town of Tillsonburg. Bears no interest and requires yearly principal payments of \$2,000.

The principal payments required over the next five years are as follows:

	\$
2014	2,000
2015	2,000
2016	2,000
2017	2,000
2018	2,000

5. DEFERRED REVENUE

This represents funds received from the Town of Tillsonburg related to facade improvements grants to be paid to downtown businesses that provided successful applications. The grants have not been paid as of year end. The income will be recorded when the grants are paid.

The BIA has approved a total of 10 facade improvement applications with a total commitment to be paid of \$89,565.

6. FINANCIAL INSTRUMENTS

The fair value of accounts payable and accounts receivable is approximately equal to their carrying value due to their short-term maturity date. The organization holds its investments (reserve) in the form of cash and the carrying value is considered to be the fair value.

It is Management's opinion that the association is not exposed to any significant interest, currency or credit risks arising from financial instruments.

7. ECONOMIC DEPENDENCE

The organization is funded by the municipal levels of the Town of Tillsonburg and is dependent on these levies to carry out its operations.



INDEPENDENT AUDITORS' REPORT

To the Members of:

TILLSONBURG BUSINESS IMPROVEMENT AREA

We have audited the accompanying financial statements of Tillsonburg Business Improvement Area, which are comprised of the statement of financial position as at December 31, 2012 and the statements of general operations, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian Generally Accepted Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Tillsonburg Business Improvement Area as at December 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Good Redden Klosler LLP

CHARTERED ACCOUNTANTS

Licensed Public Accountants

Tillsonburg, Ontario
February 28, 2013

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TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF FINANCIAL POSITION

As at December 31, 2012

(With comparative figures as at December 31, 2011)

(Audited)

	2012	2011
	\$	\$
ASSETS		
Current Assets		
Cash	39,223	47,830
Account receivable from town	28,258	5,754
HST receivable	8,454	8,329
Total Assets	75,935	61,913

LIABILITIES AND FINANCIAL POSITION

Current Liabilities		
Deposits - BIA Bucks	1,465	2,390
Accounts payable and accrued liabilities	4,744	8,675
Total current liabilities	6,209	11,065
Financial Position		
Reserve	69,726	50,848
Total Liabilities and Financial Position	75,935	61,913

Approved by: _____



TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF GENERAL OPERATIONS

For the year ended December 31, 2012

(With comparative figures for the year ended December 31, 2011)

(Audited)

	2012	2011
	\$	\$
Revenue		
Municipal levies	97,792	93,177
AGM and other miscellaneous income	10,904	6,358
Grants and donations	2,500	2,500
Interest income	335	403
Total revenue	111,531	102,438
Expenditures		
Operational	46,760	50,129
Promotion	21,297	13,303
Beautification and special projects	15,061	33,711
Debt payments - note 3	9,535	9,535
Total expenditures	92,653	106,678
Excess (Deficiency) of Revenue over Expenditures	18,878	(4,240)
Financial Position, Beginning of Year	50,848	55,088
Financial Position, End of Year	69,726	50,848

TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF CASH FLOWS

For the year ended December 31, 2012

(With comparative figures for the year ended December 31, 2011)

	2012	2011
	\$	\$
Cash Flows from Operating Activities		
Excess (deficiency) of revenue over expenditures for the year	18,878	(4,240)
Changes in non-cash working capital accounts		
Decrease (increase) in accounts receivable	-	(200)
Decrease (increase) in account receivable from town	(22,629)	(8,868)
Increase (decrease) in accounts payable and accrued liabilities	(3,931)	(2,704)
Increase (decrease) in deposits	(925)	805
Cash flows from (applied to) operating activities	(8,607)	(15,207)
Increase (Decrease) in Cash During the Year	(8,607)	(15,207)
Cash at Beginning of Year	47,830	63,037
Cash at End of Year	39,223	47,830

TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2012

(Audited)

1. OPERATIONS

The organization is a non-profit organization, established to utilize the combined strength of its members in the business improvement area to maintain, rejuvenate and revitalize the commercial core of Tillsonburg.

2. SIGNIFICANT ACCOUNTING POLICIES

The organization follows Canadian accounting standards for not-for-profit organizations, significant aspects of the accounting policies adopted by the Board are as follows:

(a) Accrual Basis of Accounting

Revenue and expenditures are recorded on the accrual basis, whereby they are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

(b) Fund Accounting

The organization follows the principles of fund accounting and operates using one fund. Any excess funds are to be kept in reserve for the beautification of the downtown area.

(c) Revenue Recognition

The organization follows the restricted method of fund accounting. Revenue from tax levies are recognized when due from the town, investment income is recognized when earned, and other revenues are recognized when received or become collectable.

(d) Estimates

In the preparation of financial statements, estimates and assumptions are made which can effect the amounts reported and note disclosures. The actual results may differ from these estimates.

(e) Capital Assets

In common with non-profit organizations of this size, capital assets are expensed as incurred.

TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2012

(Audited)

3. COMMITMENTS

The Town of Tillsonburg incurred debt on behalf of the Board of Management. The Tillsonburg BIA is responsible for the yearly repayment of principal and interest payments on this debt. The yearly repayments are expensed as incurred. The outstanding commitment as at December 31, 2012 was \$57,075 (2011 - \$63,565). The loan matures in 2019.

4. FINANCIAL INSTRUMENTS

The fair value of accounts payable and accounts receivable is approximately equal to their carrying value due to their short-term maturity date. The organization holds its investments (reserve) in the form of cash and the carrying value is considered to be the fair value.

It is Management's opinion that the association is not exposed to any significant interest, currency or credit risks arising from financial instruments.

5. ECONOMIC DEPENDENCE

The organization is funded by the municipal levels of the Town of Tillsonburg and is dependent on these levies to carry out its operations.

Tillsonburg Business Improvement Area

Financial Statements

December 31, 2020

Tillsonburg Business Improvement Area

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December 31, 2020

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INDEPENDENT AUDITORS' REPORT

To the Members of Tillsonburg Business Improvement Area

Qualified Opinion

We have audited the financial statements of Tillsonburg Business Improvement Area (the Association), which comprise the statement of financial position as at December 31, 2020, and the statements of changes in net financial assets, operations, and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2020, and the results of its operations and its cash flow for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the association derives revenue from donations and other, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the association and we were not able to determine whether any adjustments might be necessary to revenue, annual surplus, accumulated surplus, and net financial assets. Our audit opinion on the financial statements for the year ended December 31, 2019 was modified accordingly because of the possible effects of this limitation of scope.

We conducted our audit in accordance with Canadian Generally Accepted Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Other Matters

Budget figures are provided for comparative purposes and have not been subject to audit procedures. Accordingly, we do not express any opinion regarding the budget figures.

We draw our attention to Note 6 of the financial statements, which describes the effects of the coronavirus disease (COVID-19) on the Association. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

(continues)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian Generally Accepted Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian Generally Accepted Auditing Standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

May 25, 2021
Tillsonburg, Ontario

Millard, Rouse & Rosebrugh LLP
Chartered Professional Accountants
Licensed Public Accountants

Tillsonburg Business Improvement Area

Statement of Financial Position

As at December 31, 2020

	2020	2019
FINANCIAL ASSETS		
Cash	\$ 45,259	\$ 94,965
Investments (Note 3)	67,092	65,856
Accounts receivable	1,932	6,814
Due from Turtlefest committee	5,000	-
Due from Town of Tillsonburg	1,600	959
Inventory	2,133	-
HST recoverable	10,912	11,712
Prepaid expenses	600	-
Loans receivable - BIA Relief Program (Note 4)	4,845	-
	\$ 139,373	\$ 180,306
LIABILITIES		
Accounts payable	\$ 14,215	\$ 10,130
Deposits - BIA bucks	775	775
Employee deductions payable	1,215	136
	16,205	11,041
ACCUMULATED SURPLUS AND NET FINANCIAL ASSETS		
Unrestricted fund	(36,840)	26,935
Restricted fund (Note 4)	160,008	142,330
	123,168	169,265
	\$ 139,373	\$ 180,306

ON BEHALF OF THE BOARD

Director

Director

See accompanying notes

Tillsonburg Business Improvement Area

Statement of Changes in Net Financial Assets

Year ended December 31, 2020

	Unrestricted Fund	Restricted Fund	2020	2019
Accumulated surplus and net financial assets - beginning of year	\$ 26,935	\$ 142,330	\$ 169,265	\$ 214,744
Annual surplus (deficit)	(63,775)	17,678	(46,097)	(45,479)
ACCUMULATED SURPLUS AND NET FINANCIAL ASSETS - END OF YEAR	\$ (36,840)	\$ 160,008	\$ 123,168	\$ 169,265

See accompanying notes

Tillsonburg Business Improvement Area

Statement of Operations Year ended December 31, 2020

	Budget 2020	2020	2019
REVENUE			
Tax levy - Town of Tillsonburg	\$ 139,450	\$ 109,474	\$ 128,354
Facade improvement plan	31,000	31,000	25,000
Memorandum of understanding	26,607	26,607	-
Grants	17,500	23,750	-
AGM and other	7,113	6,754	5,790
Interest	1,010	2,738	1,535
Donations	2,500	2,500	5,600
Product sales	-	1,903	-
	225,180	204,726	166,279
Expenses			
AGM	2,800	45	3,206
Debt payments	22,504	19,305	24,167
Maintenance and beautification	46,000	42,927	57,637
Marketing and events	24,000	11,936	11,461
Operational	116,629	132,018	73,520
Special projects	62,000	44,592	41,767
	273,933	250,823	211,758
ANNUAL SURPLUS (DEFICIT)	\$ (48,753)	\$ (46,097)	\$ (45,479)

See accompanying notes

Tillsonburg Business Improvement Area

Statement of Cash Flow

Year ended December 31, 2020

	2020	2019
OPERATING ACTIVITIES		
Annual surplus (deficit)	\$ (46,097)	\$ (45,479)
Changes in non-cash working capital:		
Accounts receivable	4,882	(6,814)
Inventory	(2,133)	-
Accounts payable	4,085	5,701
Prepaid expenses	(600)	-
HST payable (recoverable)	800	(7,262)
Due from Turtlefest committee	(5,000)	-
Loans receivable - BIA Relief Program	(4,845)	-
Due to Town of Tillsonburg	(641)	(5,806)
Employee deductions payable	1,079	136
	(2,373)	(14,045)
DECREASE IN CASH	(48,470)	(59,524)
Cash - beginning of year	160,821	220,345
CASH - END OF YEAR	\$ 112,351	\$ 160,821
CASH CONSISTS OF:		
Cash	\$ 45,259	\$ 94,965
Investments	67,092	65,856
	\$ 112,351	\$ 160,821

See accompanying notes

Tillsonburg Business Improvement Area

Notes to Financial Statements

Year ended December 31, 2020

1. NATURE OF OPERATIONS

The Tillsonburg Business Improvement Area is a local board of the Town of Tillsonburg, created under terms of the Municipal Act to oversee the improvement, beautification, and maintenance of municipally-owned land, buildings, and structures in the designated area beyond that provided at the expense of the municipality generally and to promote the area as a business and shopping area.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Tillsonburg Business Improvement Area are the representation of management prepared in accordance with accounting policies prescribed for Ontario municipalities and their local boards by the Ministry of Municipal Affairs and Housing and by the Public Sector Accounting and Auditing Standards Board of the Chartered Professional Accountants of Canada.

Basis of presentation

Revenue and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it becomes available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Fund accounting

The Tillsonburg Business Improvement Area follows the principles of fund accounting. The Tillsonburg Business Improvement Area operates with one general fund. The general fund records amounts used for the day to day operations. The board has internally restricted the use of funds for the facade improvement plan. See note 4.

Revenue recognition

The Tillsonburg Business Improvement Area follows the restricted fund method of accounting for contributions.

Restricted contributions related to the facade improvement plan operations are recognized as revenue of the restricted fund in the year in which the contributions are received.

Unrestricted contributions are recognized as revenue of the general fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Tangible capital assets

Tangible capital assets are small in nature such as office equipment and computer hardware and software. The historical cost and accumulated amortization for tangible capital assets are not recorded as the net book value as of December 31, 2020 is not significant. Tangible capital assets are reported as expenses on the Statement of Operations in the year of acquisition. Due to their nature, business area improvements are not considered to be tangible capital assets of the association.

(continues)

Tillsonburg Business Improvement Area

Notes to Financial Statements

Year ended December 31, 2020

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

Measurement uncertainty

The preparation of financial statements in conformity with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

3. INVESTMENTS

Investments include a guaranteed investment certificate (GIC) and by its nature approximates its market value. The GIC will mature in February 2021 and has an interest rate of 4.80%.

	2020	2019
Guaranteed investment certificate	\$ 67,007	\$ 65,776
Shares in credit union	85	80
	\$ 67,092	\$ 65,856

4. RESTRICTED FUNDS

During the year the following activity occurred within restricted funds:

	2020	2019
<u>Facade Improvement Plan (FIP)</u>		
Opening balance	\$ 142,330	\$ 134,026
Contributions during the year	62,000	50,000
Qualifying expenditures during the year	(44,322)	(41,696)
Restricted funds - closing balance	\$ 160,008	\$ 142,330

During 2020, Town of Tillsonburg Council approved up to \$62,000 of joint FIP funds to be used for BIA relief programs due to the impact of the COVID-19 pandemic. As at December 31, there have been four payments to four different BIA members under this program totalling \$4,845.

Tillsonburg Business Improvement Area

Notes to Financial Statements

Year ended December 31, 2020

5. COMMITMENTS

LED Streetlight Commitment

The Town of Tillsonburg incurred debt on behalf of the Tillsonburg Business Improvement Area related to the acquisition of LED streetlights. The Tillsonburg Business Improvement Area has committed to reimburse the Town of Tillsonburg for the principal and interest payments on this debt. The outstanding commitment as at December 31, 2020 was \$92,000 (2019 - \$103,500). The commitment will be complete in December of 2028 and payments over the next 5 years are as follows:

2021 - \$14,423

2022 - \$14,046

2023 - \$13,669

2024 - \$13,297

2025 - \$12,914

Office

The Tillsonburg Business Improvement Area has entered into an agreement to lease office space from the Tillsonburg District Chamber of Commerce at a monthly rate of approximately \$500. The amounts are expensed as incurred and the lease is renewed annually under similar terms.

6. COVID-19

In March 2020, the World Health Organization declared a global pandemic due to the novel coronavirus (COVID-19). The situation is constantly evolving, and the measures put in place are having multiple impacts on local, provincial, national, and global economies.

As at the date of issuance of the financial statements, the Association is aware of changes in its operations as a result of the COVID-19 crisis. Management is uncertain of the effects of these changes on its financial statements and believes that any disturbance may be temporary; however, there is uncertainty about the length and potential impact of the disturbance.

As a result, we are unable to estimate the potential impact on the Organization's operations as at the date of these financial statements.

MKE 25-03-01

Overview of past Events/Activations

Late Night Shopping (July & August)

Our Late Night Shopping events in July and August aimed to create additional foot traffic downtown and offer extended shopping hours for the community. While overall attendance was lighter than hoped (largely due to the seasonal timing with many people away on vacation or preparing for back-to-school) the participating businesses reported positive experiences in terms of exposure and meeting new customers.

The general feedback from downtown businesses was that the initiative was worthwhile, but the slower traffic during these months was expected given the timing. This feedback informed our decision to take a new approach for the September event.

Gilmore Girls Late Night Shopping (September)

In September, we reimagined Late Night Shopping with a themed event inspired by the popular show *Gilmore Girls*. The late night shopping evening offered a cozy, nostalgic experience downtown and the results were exceptional.

Themed décor, coordinated activities, and active business participation created a buzz that drew a strong turnout and a highly engaged crowd. Feedback from businesses was overwhelmingly positive:

"I'm mind-blown! It was like TurtleFest busy. I had a lineup from 5:30 to 8:10."

"The exposure was well worth staying open late. So many people had no idea our shop or others even existed. It was a great crowd, and they were loving it!"

The success of this event confirmed the value of creative, themed experiences that resonate with the community and encourage exploration of our downtown shops. We plan to build on this momentum for future Late Night Shopping events by continuing with relevant themes and collaborative business involvement.

Can-struction (September)

The Helping Hand Food Bank successfully moved forward with this year's Can-struction display. Two creative structures were built and showcased at Centre Court in the Tillsonburg Town Centre. While more businesses had signed up initially, only a few completed their displays; However, the event still brought positive attention to a great cause and reinforced the spirit of giving back within the community.

Overview of Events/Activations for the remainder of 2025

1. **Eerie Encounters**
2. **Witches Night Out**
3. **Downtown Spooky Town (Attached Encroachment Permit)**
4. **Haunted House**
5. **Seniors Shopping Day**
6. **Late Night Christmas Shopping**
7. **Christmas Parade**
8. **TurtleFest**

Below is a preview of the October events happening in Downtown Tillsonburg, featuring a full weekend of Halloween-themed activities designed to draw visitors, support our businesses, and build community engagement.

We're also pleased to report that we have received **official approval** for both the **Special Event Permit** and **Encroachment Permit** for our *October 25th* event, allowing us to move forward confidently with all planned activities.

Eerie Encounters: October 23-25

Downtown Tillsonburg will host its very first **Ghost Tour**, *Eerie Encounters*, a guided immersive walking tour that brings together real local history with a twist of folklore and paranormal mystery. This one-of-a-kind experience will run for three nights and is expected to attract both residents and visitors interested in the unique stories behind our downtown. Tickets are for sale for \$15 and participants must reserve their spots online.

Special thanks to our volunteer guide, Sarah Kennedy, from Tillsonburg.

Witches Night Out – Late Night Thursday: October 23

This year, our popular Witches Night Out event takes on a new format as a **Late Night Shopping experience** with a themed twist. The event encourages businesses to stay open late and create in-store activities and atmospheres that reflect the magic and mystery of Halloween.

Participating businesses are being encouraged to get creative, examples include tarot readings, potions bars, giveaways, and costume contests. (*Eerie Encounters* and the **Haunted House** will also be active this evening). An after party is also being held at a downtown business for all witches and warlocks to attend!

Last year's *Witches Night Out* event was held at the Tillsonburg Station Arts Centre and catered exclusively to a 19+ audience. While the evening was successful, this format limited broader participation. This year, our goal was to **remove the age restriction** and shift the focus toward **supporting our local small businesses directly**. By hosting the event in-store and throughout the downtown core, each business has the flexibility to participate in a way that aligns with their brand, including the option to invite additional vendors at their own discretion.

Early feedback from businesses has been enthusiastic, with many already preparing unique concepts to attract shoppers and drive traffic downtown. 12 Businesses have signed up to take part.

Downtown Spooky Town: Saturday, October 25 (2PM-5PM)

Our family-friendly **Downtown Spooky Town** returns on Saturday, October 25th. Activities include:

- Downtown Trick-or-Treating (record participation from local businesses)
- Pumpkin Carving Stations (Sobeys)
- Hot Apple Cider (Beres Catering)
- Costume Contests for Kids and Adults (Tillsonburg Town Centre/Helsdon Media)

This event continues to be a well-loved tradition for families in Tillsonburg and surrounding areas, and we anticipate strong turnout.

Haunted House: October 23–25

Back by popular demand, the Downtown Tillsonburg **Haunted House** will run for three days inside the Tillsonburg Town Centre (second floor). Hours of operation:

- **October 23–24:** 5:00 PM – 9:30 PM
- **October 25:** 2:00 PM – 5:00 PM (Family-Friendly), 5:00 PM – 9:30 PM (Full Scare)

Admission is \$2 or a non-perishable food item, with all proceeds going to the **Helping Hand Food Bank**.

Special thanks to **Coffinman Inc, Barkhouse Productions**, and the entire volunteer haunt team who work tirelessly to make this attraction a standout feature of the Halloween season.

Proposed: Seniors' Holiday Shopping Event

We are exploring the launch of a **Seniors' Holiday Shopping Event** aimed at creating a relaxed, enjoyable holiday experience for seniors in our community. The event is proposed for a **Sunday or Monday afternoon in late November or early December**.

Event Highlights:

- **Personal shopping assistance** for holiday gifts
- **Complimentary gift wrapping stations**
- **Seasonal treats, tea, and refreshments**
- **Transportation support** via The Multi-Service Centre and T:Go Transit

We are currently gauging **business interest and participation**. The goal is to provide a welcoming, inclusive experience for seniors while driving traffic to downtown retailers during off-peak times.

Late Night Holiday Shopping

Our popular **Late Night Shopping** initiative returns this season with an extended campaign:

- **Dates:** Every **Thursday evening from November 20 to December 18** (5 consecutive weeks)
- **Objective:** Encourage extended shopping hours to accommodate holiday shoppers and increase foot traffic in the downtown core
- **Theme:** Holiday ambiance, decorations, and festive in-store experiences

Participating businesses will benefit from coordinated promotion, increased visibility, and community engagement.

Community Engagement: Annual Christmas Parade Support

In collaboration with the **Tillsonburg & Area Optimist Club**, the BIA is assisting with the **Annual Christmas Parade**:

- **Date:** **Friday, November 15 at 6:00 PM**
- **Volunteer Opportunity:** We are seeking businesses to help **staff parade barricades** (30+ locations).
- **Visibility Perk:** Each participating business will receive:
 - A **“Barricade Sponsored By [Your Business]”** sign at their post
 - Recognition on the **BIA website** and **social media**
 - The opportunity to **dress festively** and engage with the community during the parade.

Any board members interested in helping on this day, please contact v.fortner@tillsonburgbia.ca

TurtleFest 2026

Date: June 19 & 20 (Fathers Day Weekend)

The TurtleFest Organizing Committee is back in action! We’ve resumed monthly meetings and are excited to begin planning for next year’s festival. A few of our sub-committees have seen changes, with some new faces joining and others moving on to new opportunities.

Our updated sponsorship package for 2026 is nearly complete and will be ready to share with the community following a final review on **October 7, 2025**.

Newsletter Update

On **August 1st**, we proudly launched the first issue of our newly enhanced monthly newsletter, ***Downtown Dispatch***. This refreshed communication tool is part of our ongoing commitment to transparency, engagement, and better connection with our downtown membership. Regular sections featured in each issue include (but are not limited to):

- **Business Spotlight** – Highlighting a local business and their unique story or services
- **Boardroom Brief** – Key takeaways and updates from recent BIA Board meetings
- **Need to Know** – Essential information such as deadlines, bylaw updates, or town-related notices, grant/deadline Info, ticket sales or registration notices, etc.
- **Tools & Resources** – Useful links, downloadable materials, and support available
- **Events & Excitement** – Upcoming downtown events, promotions, and community initiatives
- **Downtown Tips** – Practical advice and best practices for small business success
- **Community Corner** – Shining a light on collaborations, community organizations, and other local highlights

Board Engagement Feature

To help build transparency, build stronger relationships with our members, and increase awareness of the BIA Board's role, *Downtown Dispatch* includes a recurring, engaging feature that spotlights our board members. This section will highlight the people behind the scenes who are helping guide and support our downtown's growth.

Each month, we would like one board member to be featured with a brief Q&A-style bio, answering the following:

1. **A short bio** – Your name, role on the board, and a bit about your professional background or business.
2. **What inspired you to join the BIA board?**
3. **What do you hope to contribute during your time on the board (or as Vice Chair, if applicable)?**

This initiative will give members insight into the leadership team, strengthen trust, and highlight the collaborative spirit that drives the BIA forward.

Action Required:

When you have a moment, please send me your responses to the three questions above. Your participation is appreciated and helps us continue building a stronger, more connected downtown community. (v.fortner@tillsonburgbia.ca)

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

THE TOWN OF TILLSONBURG ENCROACHMENT PERMIT (SE-004)

For Office Use Only
Permit No.
948-2546-2025

1. Applicant Information

Applicant Name: Vanessa Fortner		Applicant Company: Downtown Tillsonburg BIA
Mailing Address: 164 Broadway		Applicant is the Owner: No Owner Name: Mark Renaud
City, Town, Village: Tillsonburg	Province: ON	Postal Code: N4G5A8
Telephone No.: +15194036378	Fax No.:	E-mail: v.fortner@tillsonburgbia.ca

2. Proposed Activity Information

Application is to: Special Event
Description: Downtown Halloween
Start Date: 25-Oct-2025 End Date: 25-Oct-2025
Start Time: 2:00PM End Time: 5:00PM

3. Description of Activity

Location on Road: Other
Activity Location: Bridge to Oxford/Baldwin
Location Description: Bridge Street to Oxford/Baldwin
Activity to Occupy: Sidewalk
Check all items that may be affected by the activity: None

4. Required Prior to Approval

- Liability Insurance Certificate of \$2,000,000 (\$5,000,000 for Special Events) minimum coverage naming the Town as an additional insured.
- WSIB Clearance Certificate. (Not required for Special Events or Applications from Individuals)
- Sketch/drawing of proposed activity.
- Traffic Control Plan illustrating appropriate lane closures, detours, etc. for review and comment only, not for approval. (Not required for Special Events)
- Municipal Consent Drawings. (Required only for utility companies)

Note: Encroachment Permits will not be processed until all of the above items are submitted at time of application


5. Declaration of Applicant

I/We hereby make application to occupy the designated space for the purpose described above and agree to abide by the terms and conditions established in this application. I/We agree to assume all liability and/or costs incurred by the Town as a result of occupying the designated space and to indemnify and save harmless the Town until final inspection approval of the activity. I/We understand that the issue of a permit by the Town does not relieve the responsibility of complying with all relevant legislation and municipal by-laws.

Signature of Applicant: **Electronic Declaration Made via Webform at time of Application**

6. Application Approval (for office use only)

Approval Status	Signature	Date
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Approved with Conditions		21-Aug-2025
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Permit Valid for 90 Days After the Approval Date

7. Notification (for office use only)

Application returned via: Email to Date: 21-Aug-2025 By: Carrie Hill

8. Final Inspection Approval (for office use only)

Approval Status	Signature	Date

9. General Conditions of Approval

- No person shall close, construct, encumber, occupy, excavate, or maintain any kind of encroachment in, on, over, or under a highway or public lands without first obtaining a valid Encroachment Permit in accordance with By-law 4019.
- The application must be in the name of the person or persons performing the activity and not in the name of an agent or utility for whom he/she is acting. The Applicant must indicate the intended starting date and duration of occupancy at least seven (7) business days prior to commencing the activity described in the application. The Town requires 48 hours notification before commencement of the authorized activity.
- The Applicant shall strictly adhere to the conditions set out in By-law 4019 and any other special conditions set out in this application. Any breach thereof is considered to be non-compliance and may result in a revocation or termination of the Encroachment Permit. The Manager of Engineering or their designate may then take actions deemed necessary to reinstate the encroachment for public safety at the Applicants expense.
- The Applicant shall obtain all other necessary agency permits and approvals required (i.e. County of Oxford, MOECC, MNR, LPRCA, Ministry of Labour, Building Permits, etc.) and comply with any applicable provincial legislation. Proof of such permits and approvals shall be provided if requested by the Town prior to issuing the Encroachment Permit;
- The Applicant shall request all marking or other location information to determine the location and provide safeguards for all utilities, both public and private, in accordance with current regulations.
- The Applicant shall release, indemnify and save harmless the Town, its councillors, directors, officers, employees, agents, consultants, contractors, assigns, and any others for whom the Town is at law responsible from and against any and all claims, demands, losses, expenses, costs, including but not limited to reasonable legal fees, damages, actions, suits or proceedings, or any other liabilities which may at any time or from time to time be asserted against, imposed upon or incurred by the Town as a consequence of or in connection with the encroachment, the maintenance of the encroachment, or any other matter relating to the encroachment.
- The Encroachment Permit shall be available for inspection at all times during which the activity is in progress.
- The Applicant shall keep the encroachment in a state of good repair. In the event that the Applicant fails or neglects to keep the encroachment in a state of good repair, the Manager of Engineering may provide notice to the Applicant of any deficiency on the encroachment and request that such deficiencies be rectified. If the notice is not complied with within two (2) business days from the date that the notice was sent, or such other time as may be mutually agreed upon by the Town and Applicant the Encroachment Permit may be revoked. Notwithstanding the foregoing the Town may immediately remove any item on public property deemed to constitute a safety hazard. All costs incurred by the Town to remove the encroachment shall be recovered from the Applicant.
- The Applicant shall assume all maintenance and liability for temporary repairs until such time as permanent repairs are completed for the activity described in this application to the satisfaction of the Town.
- All damage, disruption, or removal of existing infrastructure as described in this application, and all damages related to the activity shall be reinstated to the satisfaction of the Town. Failure to reinstate the affected areas will result in the Town performing the required repairs at the Applicants expense.
- The Applicant shall provide and maintain all signs, barricades, traffic control devices, traffic control persons, or other persons and equipment as required by the Occupational Health and Safety Act, Ministry of Transportation guidelines, and to the satisfaction of the Town, at the location of encroachment, prior to commencement of the activity at the sole responsibility and cost of the Applicant, save and except Special Events.
- The Applicant shall provide and maintain a reasonable temporary alternative route or detour for traffic and pedestrians where a highway or public lands is closed or partially occupied, to the satisfaction of the Town and all at the cost of the Applicant, save and except Special Events.

13. The Applicant shall maintain access to all public and private properties for the duration of the activity. The Applicant shall provide written notice 48 hours in advance to affected property owners of when the activity is to commence and/or if a highway closure is to be undertaken.
14. The Applicant shall not store excavated material in such a manner as to obstruct pedestrian or vehicular traffic or to be placed near a catch basin such that the material may enter the sewer. Frozen or organic material, clay in a fluid state, silt or mud shall be excluded from backfill. This may require that all excavated material be replaced with granular material. Backfill material shall be compacted in layers not exceeding 300 millimetres.
15. The Applicant shall notify the Manager of Engineering at least 24 hours in advance of any additional time required and the reason for an extension, when conditions or unforeseen difficulties require a longer period for completion than indicated on the Encroachment Permit. Notwithstanding the forgoing the Encroachment Permit expires ninety (90) days following approval and a new permit will be required.

ADDITIONAL CONDITIONS

- Subject to approval of Special Events Permit
- Building & Fire Services must be consulted regarding the haunted house setup and an inspection will be required.

ATTACHED DOCUMENTS

CHILLS & THRILLS

IT'S A WICKED WEEKEND

BROUGHT TO
YOU BY **DOWNTOWN
TILLSONBURG**
eat. shop. live. explore.

23-25 OCTOBER, 2025

5PM
-
9:30PM

Thursday, Oct 23

Haunted House
Eerie Encounters
Witches Night Out

5PM
-
9:30PM

Friday, Oct 24

Haunted House
Eerie Encounters

2PM
-
9:30PM

Saturday, Oct 25

Haunted House (Kid friendly 2PM-5PM)
Eerie Encounters

DOWNTOWN SPOOKY TOWN (2PM-5PM)

Trick-or-Treating

Scavenger Hunt

Pumpkin Carving

Apple Cider

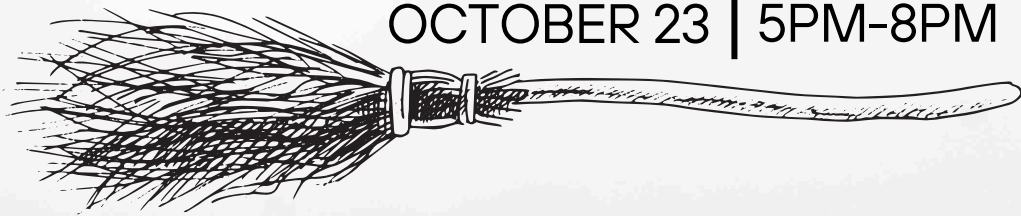
Costume Contest And More!

📍 Located throughout Downtown Tillsonburg
Learn more at www.downtowntillsonburg.com/halloween



Witches Night Out

OCTOBER 23 | 5PM-8PM



Enjoy a magical evening of shopping, sipping, and spooky fun.
Select businesses will offer extended hours for you to shop,
dine & get in the halloween spirit.



COFFIN MAN INC.
BRINGING DEAD THINGS TO LIFE SINCE 1994

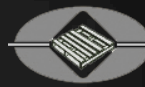
STACY HANCE

DOWNTOWN
TILLSONBURG

eat. shop. live. explore.

BARKHOUSE PRODUCTIONS

**13
30**
MEDIA



**Oxford Pallet
& Recyclers Ltd.**
EST. 1990

TILLSONBURG
TOWN CENTRE

Your Community Shopping Centre



HAUNTED HOUSE

OCTOBER 23 & 24 | 5PM - 9:30PM
OCTOBER 25 | 2PM-5PM (KIDS) | 5-9:30PM
2ND FLOOR OF THE TILLSONBURG TOWN CENTRE
\$2 OR A FOOD DONATION

LEARN MORE AT WWW.DOWNTOWNTILLSONBURG.COM/HALLOWEEN

2026 SPONSORSHIP PACKAGE

Tillsonburg TURTLEFEST





JUNE 19 & 20

Welcome to the Shell-ebration of the Year!

Becoming a TurtleFest sponsor means more than just brand visibility, it's about making a lasting impact. Your support helps our community thrive and ensures TurtleFest continues to be a beloved Tillsonburg tradition. Together, we will build meaningful moments that bring our community closer. Your contribution helps make TurtleFest the event everyone talks about *(and looks forward to)* year after year!

CONTACT US:

 226-970-7005

 WWW.TURTLEFEST.CA

 INFO@TURTLEFEST.CA

SPONSORSHIP LEVELS

DIAMOND

\$10,000 +

- ✓ Everything within "PLATINUM" package
- ✓ End to end recognition on Broadway
- ✓ Featured in radio advertising
- ✓ Customized news paper article

PLATINUM

\$5,000 +

- ✓ Everything within "GOLD" package
- ✓ Prominent logo placement on festival grounds and in media (PRINT + DIGITAL)
- ✓ Additional signage assets (such as feather flag, banners, etc. dependant on item sponsored).
- ✓ Business spotlight in one pre-event newsletter/press release
- ✓ Verbal recognition on stage

GOLD

\$2,500 +

- ✓ Everything within "SILVER" package
- ✓ Website recognition
- ✓ Dedicated social media post with business tag
- ✓ Option to have booth at event
- ✓ Logo placed on on-site signage

SILVER

\$1,000 +

- ✓ Website recognition
- ✓ On-site (written) signage at event
- ✓ Social media mention in group post

COMMUNITY SHELL-EBRITIES

IF A SET SPONSORSHIP LEVEL ISN'T THE RIGHT FIT, WE WELCOME GENERAL DONATIONS OF ANY AMOUNT. THESE CONTRIBUTIONS HELP COVER ESSENTIAL FESTIVAL COSTS LIKE INSURANCE, SECURITY, PERMITS, AND LOGISTICS, ENSURING TURTLEFEST REMAINS A SAFE, FUN, AND ACCESSIBLE EVENT FOR ALL. EVERY DOLLAR MAKES A DIFFERENCE AND SUPPORTS THE HEART OF OUR COMMUNITY CELEBRATION.

DIAMOND

FESTIVAL SPONSOR	CONTACT US
HEADLINER	\$10,000

*** If you choose to sponsor multiple "items" you will receive proper recognition in accordance with corresponding monetary value ***

PLATINUM

MAIN STAGE ENTERTAINMENT	\$5,000
INDEPENDENT PRO WRESTLING	CONTACT US
YOUNG ENTREPRENEUR ALLEY	\$5,000
STRONG MAN COMPETITION	\$5,000

GOLD

IMAGINATION STATION (INCLUDES CRAYON INFLATABLE)	\$3,000
REPTILIA EXHIBIT & SHOWS - 3 SHOWS (1PM, 3PM, 5PM) + EXHIBIT 12PM-8PM	\$3,000
BATMAN & BATMOBILE (NEW)	\$3,000
GREEN STREET (NEW)	\$
COMFORT STATIONS	\$3,500
TIM BURR LUMBERJACK SHOW (NEW) *TWO - 30 MINUTE SHOWS*	\$2,500
THE 360 BOOTH	\$2,500
PETTING ZOO - 12:00PM - 7:00PM	\$2,500
CARVER KINGS	\$2,500
TURTLE PUPPETEER/STILT WALKING CHEF *TWO - 30 MIN SHOWS*	\$2,500

SILVER

FIRE GUY *30 MINUTE EVENING SHOW*		\$2,000	
ZOE STARDUST - KIDS BUBBLE SHOW (NEW) *Two - 30 MIN SHOWS*		\$2,000	
VOLUNTEER T-SHIRTS	\$1,000	TURTLE BOUNCER	\$2,000
WRECKING BALL	\$1,500	RAINBOW SLIDE	\$1,500
CARTOON BOB - CARICATURES	\$1,500	DINO BOUNCY HOUSE	\$1,000
GOLDEN HARPS STEEL BAND (NEW)	\$1,500	SHOOT FOR THE STARS BASKETBALL	\$1,000
PRINCESS PALACE	\$1,500	DOUBLE LANE OBSTACLE	\$1,500

COMMUNITY SHELL-EBRITIES

GIANT GLOW STICKS WITH LOGO	\$750	COMMUNITY GRATITUDE SPONSOR - \$500 HELPS PROVIDE SMALL TOKENS OF THANKS FOR THOSE WHO DONATE TO THE FOOD BANK DURING TURTLEFEST.
FESTIVAL SWAG	CONTACT US	

SPONSORSHIP AGREEMENT

YES, I WANT TO SPONSOR TURTLEFEST 2026!

Please complete and return this form back to the TurtleFest Committee. All cheques must be made payable to "Tillsonburg TurtleFest". For more information, text or call 226-970-7005 or send an email to info@turtlefest.ca

GENERAL INFORMATION

Name	
Email	
Phone Number	
Company/Organization	
Address	

SPONSORSHIP COMMITMENT

Sponsor Level	(ie. platinum, gold, etc.)
Sponsorship Amount	\$
I would like to sponsor	(What activity have you chosen to sponsor?)
Balance Owning	

BALANCE DUE APRIL 30TH 2026

SIGN & DATE

Sponsor Signature	
Date (DD/MM/YYYY)	
TurtleFest Committee Member Signature	

TURTLEFEST WILL BE HELD RAIN OR SHINE

*All activities, events & performances are subject to schedule changes during event operating hours

BLOCK PARTY - BROADWAY FROM BRIDGE STREET TO BALDWIN STREET



Board of Management Meeting

AGENDA – OPEN SESSION

Thursday, October 9th, 2025

4:00 PM 10-164 Broadway, Tillsburg Web link - <https://us02web.zoom.us/j/4147170612>

CALL TO ORDER at _____ a.m.

QUORUM – TBD

1. MOTION TO APPROVE THE AGENDA

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

THAT the agenda for the Board of Management meeting of October 9th, 2025, hereby be adopted.

2. DISCLOSURE OF PECUNIARY INTEREST

3. ADOPTION OF MINUTES – CORRECTION TO THE MINUTES OF THE MEETING HELD 28 MAY 2025

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

THAT the AMENDED MINUTES for the Board of Management meeting of May 28th, 2025; the minutes for the Board of Management meeting of July 23rd, 2025; the minutes for the Finance Subcommittee meeting of August 6th, 2025; and the minutes of the HR Subcommittee meeting of August 18th, 2025; hereby be adopted.

Note: The ED changed the minutes and deleted a reference to the 2026 budget process that was incorrect.

4. CLOSED SESSION

5. CLERK'S REPORT ON BOUNDARY ADJUSTMENT – RECOMMENDATION FOR CONSIDERATION BY TOWN COUNCIL

5.1.1 PROPOSED BIA ZONE EXPANSION BY-LAW

The DTBIA and Council received the boundary expansion report which highlighted some areas where it was not clear about associated potential impacts if Council were to go ahead with the boundary expansion. To date, council has only received the proposed boundary expansion and report as information only.

The most relevant and specific by-law referenced the parking levy which is attracted to business and industrial properties in the existing BIA zone however this was not contemplated by staff of the town or DTBIA to be allocated to the newly expanded area. The actual parking levy is higher than the BIA levy and has a significant impact to property owners.

There was an additional question raised about the apportionment of the levy as it currently exists for the properties known municipally as 164, 170, 200 and 248 Broadway – those parcels which form the campus of the Tillsonburg Town Centre. No matter what the annual levy is or any changes to the CVA for the mall campus properties; the levy apportionment remains the same as a “min-max” calculation and is currently at 50% - (43% from municipal addresses 164, 170 and 200 Broadway); and (7% from municipal address 248 Broadway, Canadian Tire).

Staff recommends that the BOM provides direction to the town council with respect to the associated by-laws.

MOTION

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

THAT the Board of Management recommends to the Town of Tillsonburg that the central core area parking levy by-law associated to the existing BIA zone remains unchanged; and that the existing levy apportionment by-law outlining the 43% and 7% annual contributions relating to the Tillsonburg Town Centre and Canadian Tire store remains the same.

MOTION

Moved by: J. Van Campen

Seconded by: B. Parsons

THAT the Clerk's Report titled Proposed Downtown Tillsonburg BIA Boundary Expansion By-Law - Report Number: CS 25-025 be received as information.

6. STAFF REPORTS

6.1.1 STREETSCAPE CAPITAL PLAN – FUTURE PLANNING

The existing streetscape elements including the interlocking stone, trees, benches and other public realm items will require replacement in the next 3-5 years.

Staff recommends that planning begins now with coordination of Town of Tillsonburg staff. That portion of King's Highway #19 that traverses through the municipal boundaries of Tillsonburg is designated as a King's Highway Connecting Link, (KHCL), and typically receives 90% funding from the Province of Ontario.

It would be prudent to coordinate an approach to the reconstruction of Broadway and the streetscaping elements with the Town of Tillsonburg with one project.

The board should consider allocation of capital to be placed into a capital reserve fund for future projects such as that articulated above.

MOTION

Moved by: B. Thompson

Seconded by: J. Van Campen

THAT the Board of Management of the DTBIA directs staff to communicate and coordinate planning for future streetscape improvement projects with the town's engineering department.

7. FINANCE

7.1.1 APPROVAL/ADOPTION OF THE 2024 AUDITED FINANCIAL STATEMENTS

The revised, draft statements require approval by the BOM prior to the AGM. The draft statements will form an integral part of the AGM agenda.

Highlights:

The BIA recorded a profit of \$26,810 vs. a net loss of (\$45,307) in FY2023 this is a positive outcome and improvement of \$72,117.

The FIP restricted funds balance is \$136,033. The projects in FY2025 paid to date and forecasted for the balance of year are \$72,079 resulting in a projected FIP restricted fund balance of \$63,954. Town Council directed that the \$63,954 balance be funded over the next 4 years = \$15,988.50 per year. Staff will work with the town's finance team with regards to the FIP fund contributions. It is staff's recommendation that the payment(s) be made on a quarterly basis.

Staff requests that direction be given by the board on addressing the repayment with consideration given to receipt of incoming revenues.

The finance subcommittee will be assigned various tasks resulting from the auditor's "notes to management" with defined action plans and dates for completion.

MOTION

Moved by: H. Vallee Seconded by: J. Van Campen

THAT the 2024 draft financial statements hereby be adopted.

7.1.2 ADJUSTMENTS TO THE 2026 FY BUDGET & BUSINESS PLANS

Town Council approved the transfer of the \$46,079 FY2020 deficit, (resulting from the pandemic era pop-up patio program), from the general fund to the restricted fund however this leaves a BIA contributory shortfall of \$63,954. Management has adjusted the FY2026 proposed budget to meet our obligations and objectives given council's direction and other fiscal developments since the budget was presented back at the July Board of Management meeting.

Separately, management also expects a full-year 2025 surplus. This surplus while expected, has not been factored into the 2026 financial plan.

MOTION

Moved by: B. Thompson Seconded by: J. Van Campen

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

- 1) The total levy to be raised from the BIA membership is \$240,080 which represents a budget-to-budget increase of +8.8%. This increase includes an allocation for working capital necessitated by the timing of the receipt of funds at the end of each quarter.
- 2) The MOU amount be increased to \$58,959. This increase is driven by social issues including increased maintenance of the downtown core area, repairs to assets and public realm elements and is forecasted at an additional 3 staff hours per day. There is a 50% increase in dumped garbage in the central core area including abandoned shopping carts full of household items/waste.
- 3) A town capital contribution of \$20,000 which is a zero % increase VYA.
- 4) 2% increase in FTE wages, modest changes to the benefits program and to allocate expenses for the town-provided EAP program.
- 5) Continued focus on non-levy revenues including additional external funding to be provided by various stakeholders to be identified during the various program funding application periods.
- 6) Additional revenues and expenses associated with the proposed expansion of the co-working/business incubation space.
- 7) Service and operating agreements via an MOU with the TurtleFest Organizing Committee.
- 8) No contribution by either the Town of Tillsonburg or DTBIA to the Façade Improvement Program. The BIA, as directed by Town Council, will make contributions of \$63,954 to the Façade Improvement Program over a 4-year period to bring the restricted funds to a zero, (\$0 balance). Thus, there is no new FIP funding available for 2026.
- 9) Increased contribution under the “General and Administrative” budget line for professional fees.

7.1.3 FAÇADE IMPROVEMENT PROGRAM – UPDATED TRACKING AND ANALYSIS

The finance sub-committee led by Mike Bossy has been undertaking a thorough analysis of the FIP transactions since inception of the program.

It appears that the BIA did not make contributions to the FIP for 2012 or 2013 to match the town’s contributions. Also, during the pandemic, the BIA did not contribute \$31,000 to match the town’s contribution in FY2021.

The ending balance in the deferred revenue fund as at year end 2013 was \$50,000 which only represented the town's contributions. There are also approximately \$14,000 in design fees which were charged to the general fund as opposed to the deferred revenue/restricted fund during that timeframe.

Board member Bossy will continue work on the analysis of the restricted funds transactions back to 2012 to determine if there are any errors or omissions.

7.1.4 PREVIOUS YEARS FINANCIAL REVIEW – CONTEXT RELEVANT TO 2026 AND FUTURE YEARS PLANNING

The board will note that the actual levy collected in 2020 was \$109,474, compared to the budgeted amount of \$139,450, representing a shortfall of \$29,976. The board authorized an investment of \$75,000 for the pop-up patio project, which was required to fulfill the funding agreement with Community Futures Oxford. To qualify for the \$25,000 grant from CFO, the BIA was obligated to incur \$75,000 in expenditures—an unplanned cost. As a result, there was a full-year loss of \$46,097 for 2020.

The BIA is continuing to plan for the creation of designated reserve accounts to support the organization's long-term financial stability and sustainability.

7.1.5 BANKING STATEMENTS AND TRANSACTIONS

The treasurer will hand out the VISA statement and bank statements for review by the board during the meeting.

7.1.6 NEW BANK ACCOUNT REQUIRED FOR TURTLEFEST

The board will recall that the 2026 budget documents and business plans assumes that the TurtleFest Organizing Committee will transition to being fully under the auspices of the BIA organization. This will necessitate the designation of a separate bank account for the sequestering of funds for TurtleFest purposes only. The remaining funds from the existing TOC bank account at BMO will be transferred to the new account. The ED will also order custom cheques for the new TOC bank account which will bear the new account number and will have the TurtleFest branding and logo.

MOTION

THAT the Board of Management hereby approves the opening of a separate bank account for exclusive use by/of TurtleFest Organizing Committee financial transactions. This account will be opened at CIBC Tillsonburg. The existing signing authorities will be in effect for this account – namely, any 2 signatures by authorized individuals.

Note: All fees and service charges related to the new chequing account including the printing of custom cheques remains the responsibility of the TurtleFest Organizing Committee and will be charged accordingly.

8.0 INFORMATION ITEMS

8.1.1 TURTLEFEST ORGANIZING COMMITTEE MEETING SCHEDULE

Please see the attached TOC meeting schedule for the 2026 event.

8.1.2 AORS & AMCTO LETTER TO MINISTER FLACK

The Ontario Association of Roads Supervisors, together with the Association of Municipal Clerks and Treasurers of Ontario, submitted correspondence to Minister Rob Flack regarding Bill 9, highlighting concerns related to code of conduct issues among elected officials. The letter advocates for enhanced penalties and measures, including disqualification from eligibility to seek election or re-election to municipal office. Additionally, it calls for an adjustment to the criteria by which such penalties and disqualifications are enacted.

8.1.3 REVISED 2026 MOU WITH THE TOWN OF TILLSONBURG

A copy of the proposed MOU sent to the Town of Tillsonburg is attached.

8.1.4 REPORT TO THE TOWN'S DIRECTOR OF RECREATION, PARKS AND CULTURE

A copy of the supporting documentation submitted to the town's RCP department regarding the MOU funding request for review by the mayor. The ED met with the Director of PRC and the Executive Assistant to review both of the documents in person.

MOTION

Moved by: B. Parsons Seconded by: J. Van Campen

THAT items 8.1.1, 8.1.2, 8.1.3 and 8.1.4 hereby be received as information.

9.0 GOVERNANCE

9.1.1 COMMITTEE MEETINGS

The sub-committees need to set a meeting schedule to review several items as follows:

HR – policy template development and updates to certain policies. Adoption of forecasted 2% wage increase for FY2026 for salaried employees. Consideration should be given for wage increases for the remaining hourly/casual employees.

FINANCE – continued review and recommendations regarding both the historical FIP issues and recommendations for the program moving forward.

FAÇADE IMPROVEMENT COMMITTEE – review all the policy documents and make recommendations to the Town of Tillsonburg on new policies and processes moving forward. This should be completed in the coming weeks in anticipation of a meeting with the town.

9.0 PLANNING APPLICATIONS

9.1.1 MINOR VARIANCE - A04-25 - 48 BROCK STREET WEST

Please see the attached report and ancillary documentation regarding a proposed land severance for the religious institution located in the BIA zone.

Management recommends support for the application as it appears that there would be no negative material impacts to the BIA organization.

MOTION

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

THAT the Board of Management of the Downtown Tillsonburg BIA hereby supports the proposed severance agreement and minor variance for the property known municipally as 48 Brock Street West, Tillsonburg, ON.

10.0 **FAÇADE IMPROVEMENT PROGRAM**

10.1.1 **FIP DISBURSEMENT UPDATE**

All projects have been completed to the satisfaction of both the Town of Tillsonburg's CBO and BIA Executive Director.

Management recommends that the board authorize the disbursement of the outstanding payments for both the 18-24 Oxford Street project and the 18 Harvey Street project. These payments received approval from the finance subcommittee at the August FC meeting.

Final payment on the 77 Broadway project, (David Gilvesy), in the amount of \$7,500 was made on 26 September 2025 as approved by the Board of Management. This project is now fully paid, all funds released, and the cheque has been cashed.

FIP project payments to date in FY2025: \$47,079

Remaining project payments: \$15,000 (18-24 Oxford Street) and \$10,000 (18 Harvey Street).

Total FIP project payments in FY2025: \$72,079

MOTION

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

THAT the Board of Management approves the final payment on the FIP project at 18-24 Oxford Street in the amount of \$15,000 and full payment on the FIP project at 18 Harvey Street in the amount of \$10,000.

Note: payments to be made pending cash-flows including receipt of 2024 HST public sector rebate – expected before October 31st, 2025.

Given the cash-flow challenges; the payments to be made to bring the FIP deficit back to zero; and the work necessary to create FIP policy recommendations to the Town of Tillsonburg; it is suggested that there be no FIP contribution in FY2026 and until such a time that the FIP restricted fund balance is brought back to \$NIL.

There are no allocations for new funds to be contributed to the FIP for FY2026 in the budget being considered by the Board of Management.

The Development Commissioner noted that the FIP could continue to operate without a contribution by the BIA in the near term.

11.0 MARKETING

11.1.1 MARKETING REPORT AND UPDATE

The marketing team will review the monthly report attachment MKE-25-10-01. The marketing team has been very busy with various activations and events in addition to planning for both the Halloween-themed events and Haunted House.

MOTION

 THAT the marketing report titled MKE-25-10-01 be received as
information.

Moved by: H. Vallee

Seconded by: B. Thompson

12.0 OPERATIONS

12.1.1 TRACKING OF OPERATIONAL METRICS

The team has implemented updated tracking forms which are used by the ambassador and operations team to record data. This data is used for both internal and external purposes. This will be presented at the regular monthly meetings. The board will recall that the 2025 YTD metrics have been used to support our request for additional MOU operating funds from the Town of Tillsonburg. A separate request has been sent to the County of Oxford – Human Services Dept. for consideration of an annual payment in support of our work to remediate social issues in the central commercial area of Tillsonburg.

13.0 CAPITAL PROJECT UPDATE

13.1.1 164 BROADWAY – REMOVAL OF TREES STUMPS + NEW PLANTINGS

The project has commenced and is forecasted to be completed by October 31st. The new trees are ivory silk lilacs, (6 each), with engineered

soil and a proper irrigation tube. There are 8 additional sites to be excavated and replanted pending budget review. Management is working with the contractor to determine if this can be accomplished within the FY2025 capital budget – if not; this work will be carried over into FY2026.

13.1.2 CAPITAL EXPENSES YEAR TO DATE

The following items have been purchased, installed, ordered and/or in operation – or the works are in progress:

Sequoia Tree Service – RED program expenses \$2,500, PCS Computer – reception workstation, Polycon tele-conference system including installation, mobile power washing unit, Knelson Construction – streetscape work \$9,000 +/-, LED snowflakes \$3,500, iMac workstation \$1779, and miscellaneous items totalling \$3,100.

14.0 RESOLUTIONS/RESOLUTIONS RESULTING FROM CLOSED SESSION

15.0 BY-LAWS/RESOLUTIONS

16.0 TO CONFIRM PROCEEDINGS RESOLUTION MOTION

Moved By: J. Van Campen Seconded By: H. Vallee

THAT resolution 2025-010 to Confirm the Proceedings of the Special Board Meeting held on 10 October 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.

16.1 CONFIRMING RESOLUTION 2025-010; Meeting of 10/10/2025

17.0 ITEMS OF PUBLIC INTEREST/ROUNDTABLE

18.0 ADJOURNMENT

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

THAT the Board meeting of 09 October 2025, hereby be adjourned at _____ a.m.

Board of Management Meeting

AMENDED MINUTES – OPEN SESSION

Wednesday, May 28th, 2025

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

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

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

REGRETS – H. Vallee, W. Cameron

1. MOTION TO APPROVE THE AGENDA

Moved by: J. Van Campen Seconded by: E. Odorjan

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

CARRIED

2. DISCLOSURE OF PECUNIARY INTEREST

3. ADOPTION OF MINUTES

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

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

CARRIED

4. CLOSED SESSION MOTION

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

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

239 2(b) Personal matters about identifiable individuals

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

239 2(c) Proposed land acquisition or disposal

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

CARRIED

5. STAFF REPORTS

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

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

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

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

5.1.2 LEGAL FEES – FOLLOW UP

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

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

5.1.3 EXECUTIVE DIRECTOR REPORT

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

There were no action items.

5.1.4 TURTLEFEST ORGANIZING COMMITTEE

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

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

MOTION

Moved by: M. Tedesco

Seconded by: B. Parsons

THAT the staff reports be received as information.

CARRIED

6. FINANCE

6.1.1 AUDIT PREPARATIONS

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

6.1.2 2026 BUDGET AND BUSINESS PLANS

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

Notwithstanding, the team has advanced the work plan and has prepared the 2026 budget which will be ready for board consideration at the upcoming meeting on June 25th.

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

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

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

Note: The levy impact calculator tool was not provided until 28 August 2025.

6.1.3 APRIL 2025 FINANCIAL REPORT

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

oversight, cheque signing authorities and subject to review by the Board of Management.

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

PLANNING APPLICATIONS SUBJECT TO REVIEW AND COMMENT BY THE DTBIA

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

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

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

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

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

MOTION

Moved by: C. Heutinck

Seconded by: J. Van Campen

THAT the Board of Management of the DTBIA hereby supports the zone change and OPA whereas Kermar Holdings Inc. of Chilliwack, BC pays a

fee in support of marketing for the central core area of **up to \$4,000** per annum for a period of 20 years **in addition to** the existing agreement for the DTBIA's approval of allowing a medical clinic in the Roulston's Pharmacy. The payment commencement date for this new agreement is effective and pro-rated to take effect upon the opening of the Dollarama location. The board agreed to have the ED negotiate with the principal owner of the property. The Development Commissioner suggested that the amount to be negotiated should be predicated on a "per square foot" basis and should be proportional to what was contained in the Rock Developments proposal in 2003.

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

CARRIED

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

7. FAÇADE IMPROVEMENT PROGRAM – STATUS UPDATE

7.1.1 77 BROADWAY

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

Background:

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

The Town of Tillsonburg and DTBIA did not make financial contributions to the FIP fund for either of 2024 or 2025. Associated transfers as approved

by both the BOM and Town Council during budget processes and prior projects resulted in the FIP balance forecasted to lly be nil as at the end of FY2025. Therefore, there are no additional monies available for this applicant or others to complete projects in the near term. Given the priorities of the board, it is unlikely that there would be FIP contributions in the next 2 fiscal years. The 10-year financial plan outlines new FIP contributions to commence again in FY2028 subject to approval of the financial plan.

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

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

MOTION

Moved by: B. Thompson

Seconded by: E. Odorjan

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

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

CARRIED

8. MARKETING

8.1.1 MARKETING REPORT AND UPDATE

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

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

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

9.1.1 BICYCLE RACKS

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

Discussion:

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

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

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

MOTION

Moved by: M. Bossy

Seconded by: B. Parsons

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

CARRIED

11. BY-LAWS/RESOLUTIONS

12. TO CONFIRM PROCEEDINGS RESOLUTION

MOTION

Moved By: B. Parsons

Seconded By: J. VanCampen

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

CARRIED

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

13. ITEMS OF PUBLIC INTEREST/ROUNDTABLE

There were no action items.

14. ADJOURNMENT

Moved by: C. Heutinck

Seconded by: M. Bossy

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

CARRIED

Board of Management Meeting

MINUTES – OPEN SESSION

Wednesday, July 23, 2025

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

CALL TO ORDER at 7:36 a.m. by CHAIR BIGGAR

QUORUM – 8 of 9: A. Biggar, M. Bossy, E. Odorjan, M. Tedesco, W. Cameron, H. Vallee, B. Parsons, B. Thompson, C. Panschow – NV.

REGRETS – J. Van Campen (vacation)

STAFF PRESENT: M. Renaud

1. MOTION TO APPROVE THE AGENDA

Moved by: B. Parsons

Seconded by: M. Bossy

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

CARRIED

2. DISCLOSURE OF PECUNIARY INTEREST

NONE DECLARED

3. ADOPTION OF MINUTES

Moved by: B. Thompson

Seconded by: W. Cameron

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

CARRIED

The minutes were adopted with no amendments.

4. CLOSED SESSION

MOTION

Moved by: H. Vallee

Seconded by: B. Parsons

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

239 2(b) Personal matters about identifiable individuals

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

239 2(c) Proposed land acquisition or disposal

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

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

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

239 2(h) Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;

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

CARRIED

5. STAFF REPORTS

5.1.1 2026 BUDGET AND BUSINESS PLANS

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

- A. Debt reduction will be pursued without incurring new debt – total debt payments in 2026 are projected at \$18,003.59, representing a 43% reduction, resulting in a remaining balance of \$23,943.53. It is planned that all current debt will be retired as of 31 December 2028.
- B. Levy adjustments are planned to build reserves and enhance cash flow, as a direct result in the 90-day delay in quarterly payments from the Town of Tillsonburg and an 18-month delay in receiving the annual PSAB/HST rebate.
- C. No FIP contribution is included. The program will be reviewed and potentially redesigned for future consideration by the board in subsequent years.
- D. Investments are planned for capital projects, including carryover projects.
- E. HR assumptions include no change to FTE count, a 2% increase in salaried wages, and updates to benefit costs reflecting EAP costs and potential changes to the benefits program.
- F. Deployment of manpower: reprioritize safety and operational imperatives to the busy summer period including consideration of security personnel. This will necessitate a change to scheduling and prioritization of public safety.
- G. External funding efforts will continue through applications to non-levy funding programs; an increase in coworking tenant income and further enhancements are anticipated.
- H. The TurtleFest MOU will be updated to support improved cost-recovery of BIA expenditures related to the festival.
- I. A significant increase in the town to BIA MOU given the increasing negative impacts of social issues, safety concerns, degradation of assets, increased maintenance costs and purchase of additional tools and equipment to remediate human waste/bodily fluids etc.
- J. Ongoing development and implementation of policies and procedures are planned.
- K. Additional priorities will be addressed as directed by the Board of Management.
- L. Additional allocations for training and development including board/staff education, conferences, meetings.

- M. Increased allocations due to higher subscription costs for IT services.
- N. Investment in IT assets including onsite back-up systems.
- O. Other projects may be undertaken subject to successful grant applications.

MOTION

Moved by: E. Odorjan

Seconded by: B. Parsons

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

- 1) The total levy to be raised from the BIA membership is \$240,080 which represents a budget-to-budget increase of +8.8%. This increase is driven by the need to provide essential working capital and to provide for an increase in professional fees.
- 2) The MOU amount be increased to \$58,959. This increase is driven by social issues including increased maintenance of the downtown core area, repairs to assets and public realm elements and is forecasted at an additional 3 staff hours per day. There is a 50% increase in dumped garbage in the central core area including abandoned shopping carts full of household items/waste.
- 3) A town capital contribution of \$20,000 which is a zero % increase vs. prior year.
- 4) 2% increase in FTE wages, modest changes to the benefits program and to allocate expenses for the town-provided EAP program.
- 5) Continued focus on non-levy revenues including additional external funding to be provided by various stakeholders to be identified during the various program funding application periods.
- 6) Additional revenues and expenses associated with the proposed expansion of the co-working/business incubation space.
- 7) Service and operating agreements via an MOU with the TurtleFest Organizing Committee.
- 8) No contribution by either the Town of Tillsonburg or DTBIA to the Façade Improvement Program and thus no FIP funding is available for the 2026 fiscal year. The FIP restricted fund balance as at the end of FY2025 is zero.

- 9) Debt reduction of \$18,003.59 and no new debt placement. All existing debts to be fully retired by the end of FY2028.
- 10) There is an allocation under “General and Administrative” costs for increased professional fees including accounting and legal fees.

DEFERRED

The board suggested the following items be changed in the budget:

- Explain in the council presentation the rationale for the increase in the MOU amounts. The ED suggested adding a per-capita calculation
- Add back in \$20,000 for FIP allocation.
- Change the reserve allocation to 10% of the levy requirement or \$24,000.
- Review all other items in the budget, line by line.
- That the Finance Committee consisting of the ED, Treasurer, Vice-Chair and Chair meet to finalize the budget.
- That the ED schedule a special board meeting to discuss and approve the budget as soon as possible.

The ED has incorporated the changes as directed by the Board of Management which necessitated minor adjustments to several of the line items.

5.1.2 2024 FULL-YEAR FINANCIAL RESULTS

Please review the attached draft income and expense statement. Some items remain to be finalized. A full-year profit was projected since no FIP expenses were recorded in 2024 due to project timing. Professional and accounting fees were higher than expected because of issues with the previous bookkeeper, updates to bookkeeping systems, and adjustments to old A/R and A/P balances.

There were no action items.

5.1.3 2025 FINANCIAL PERFORMANCE

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

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

There were no action items.

5.1.4 TURTLEFEST – PRESENT AND FUTURE

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

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

A draft video for the 2025 event will be presented to the board during the meeting. TurtleFest experienced increased production costs for the 2025 event because some stakeholders were unable to participate, resulting in the need for out-of-county EMS services.

Many vendors from the 2025 event have already registered for participation in the 2026 event. Acknowledgment is extended to the Province of Ontario – Ministry of Tourism, Gaming and Culture for their financial support of the festival.

The board agreed that TurtleFest should be operated under the umbrella of the BIA organization while maintaining a hybrid festival committee structure consisting of volunteers from the community in addition to BIA representatives.

5.1.5 AUDIT

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

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

There were no action items.

5.1.6 NON-LEVY REVENUES

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

There were no action items.

MOTION

Moved by: H. Vallee

Seconded by: B. Parsons

THAT the staff reports be received as information.

CARRIED

6.0 GOVERNANCE

6.1.1 BOARD VACANCIES

Management to give a verbal update to the board. The constitution of the DTBIA has the following section on board operations:

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

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

There were no action items.

7.0 PLANNING APPLICATIONS

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

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

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

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

There were no action items.

8.0 **FAÇADE IMPROVEMENT PROGRAM – STATUS UPDATE**

A verbal update to be given.

The ED gave a verbal update and there were no action items.

9.0 **MARKETING**

9.1.1 **MARKETING REPORT AND UPDATE**

The ED gave a brief verbal update.

There were no action items.

10.0 **CAPITAL PROJECT UPDATE**

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

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

The ED asked the Development Commissioner to follow-up on the town's 2025 capital payment to the BIA as it has yet to be received.

The ED reiterated that no capital expenses will be undertaken until such a time that this funding is received.

The only action item was the request as per the above.

10.1.2 **IT ASSETS**

There were no action items. Staff will procure the necessary items only as contained in the approved 2025 financial plan and where feasible, shift remaining items to the 2026 financial plan.

DTBIA Finance Committee Meeting

MINUTES

Wednesday, August 6th, 2025

8:00 AM 10-164 Broadway, Tillsonburg Web link - <https://us02web.zoom.us/j/4147170612>

CALL TO ORDER at 8:01 a.m. by CHAIR BIGGAR

QUORUM – Yes, 2 of 3 committee members: A. Biggar, E. Odorjan

ABSENT – M. Bossy

Staff present – M. Renaud

1. MOTION TO APPROVE THE AGENDA

Moved by: E. Odorjan

Seconded by: A. Biggar

THAT the agenda for the Finance Committee meeting of August 6th, 2025,
hereby be adopted.

CARRIED

2. DISCLOSURE OF PECUNIARY INTEREST

3. ADOPTION OF MINUTES

4. CLOSED SESSION

5. STAFF REPORTS

6. FINANCE

6.1.1 2026 BUDGET AND BUSINESS PLANS

The FC is to finalize the draft budget template to be ready to be presented for review and approval at the August 13th, 2025, full board meeting.

The FC reviewed the changes to draft budget as directed by the BOM at the last board meeting. The ED reviewed the various inputs including the assumptions for the grant and coworking incomes and the impacts from forecasting an addition site for storage, boardroom and new coworking tenants for both revenues and expenses.

The Executive Director reviewed the human resources assumptions, including the reallocation of summer staffing and the additional hours required to maintain the downtown area at a high standard, given the substantial rise in workload associated with ongoing social challenges.

Furthermore, there has been a marked increase in the volume of illegally dumped garbage, household waste, and shopping carts containing personal and household items. The removal of human waste, bodily fluids, needles, food containers, sleeping bags, pillows, and similar materials has reached unprecedented levels.

7. INFORMATION ITEMS

8. FAÇADE IMPROVEMENT PROGRAM – PAYMENT STATUS

8.1.1 OUTSTANDING PROJECTS

Recommendations for grant release to be discussed for:

77 Broadway – final payment of \$7,500

18 Harvey Street – full payment of \$10,000

The FC agreed to support grant payments for the above projects as cash-flows permit.

9. MARKETING

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

10.1.1 164 AREA TREE REPLACEMENTS

This project remains on hold pending the receipt of capital funds from the Town of Tillsonburg.

11. RESOLUTIONS/RESOLUTIONS RESULTING FROM CLOSED SESSION

12. BY-LAWS/RESOLUTIONS

13. TO CONFIRM PROCEEDINGS RESOLUTION

14. ITEMS OF PUBLIC INTEREST

14. ADJOURNMENT

Moved by: A. Bigger

Seconded by: E. Odorjan

THAT the Board finance sub-committee meeting of August 6th, 2025,
hereby be adjourned at 8:51 a.m.

CARRIED

Note: The minutes of this FC meeting must be ratified at the next BOM
meeting to be held 13 August 2025.



Downtown Tillsonburg Business Improvement Area

MINUTES – OPEN SESSION

Human Resources Committee Meeting - Board of Management

Monday, August 18th, 2025

4:00 pm 10-164 Broadway, Tillsonburg Web link - <https://us02web.zoom.us/j/4147170612>

1. CALL TO ORDER AT: 4:02 p.m.

Members present: M. Bossy, A. Biggar, B. Parsons, W. Cameron

Committee quorum: Yes, 4 of 4.

Staff present: M. Renaud

2. MOTION TO ADOPT THE AGENDA

Moved by: A. Biggar

Seconded by: W. Cameron

THAT the agenda for the HR Committee meeting of August 18th, 2025, hereby be approved.

CARRIED

3. DISCLOSURE OF PECUNIARY INTEREST

NONE DECLARED

4. CLOSED SESSION

MOTION

Moved by: W. Cameron

Seconded by: A. Biggar



THAT the HR Committee moves into CLOSED SESSION for the purposes of:

239 (2)(b) Personal matters about an identifiable individual, including municipal or local board employees;

- Review of an allegation of harassment reported to the Board of Management and HR committee (historical context).
- Examination of the related HR investigation, including analysis of documentation and timelines.
- Discussion of findings and consideration of a resolution to conclude the complaint process.

CARRIED

5. RESUME OPEN SESSION AT 4:34 p.m.

ITEMS RESULTING FROM CLOSED SESSION

MOTION

Moved By: W. Cameron

Seconded By: A. Biggar

THAT the recommendations from the Closed Session; including communications received and matters relating to the verbal human resources complaint and actions associated therein, hereby be approved.

CARRIED

6. ITEMS OF PUBLIC INTEREST

7. ADJOURNMENT

Moved by: A. Biggar

Seconded by: W. Cameron

THAT the HR Committee meeting of August 18th, 2025, hereby be adjourned at 4:38 p.m.

CARRIED



Subject: Proposed Downtown Tillsonburg BIA Boundary Expansion By-Law

Report Number: CS 25-025

Department: Corporate Services Department

Submitted by: Amelia Jaggard, Acting Clerk

Meeting Type: Council Meeting

Meeting Date: Monday, September 8, 2025

RECOMMENDATION

THAT Council direct staff to present a By-Law to amend the Business Improvement Area boundary to be effective January 1, 2026.

BACKGROUND

Council previously received Report CS 25-024 outlining the results of the Downtown Tillsonburg BIA boundary expansion process under the *Municipal Act, 2001*. The legislative process has now concluded.

- Notice Requirements were met, including mail-outs to all eligible property owners in the existing and proposed BIA areas.
- Objection Threshold was not met: 55 valid objections were received, below the required one-third (66).
- The Clerk's Certification has been issued, confirming that the Town may proceed with a boundary expansion by-law.

Whether or not to proceed is at the discretion of Council.

At the August 11, 2025, meeting of Tillsonburg Town Council, the following resolution was passed:

Resolution #2025-278

Moved By: Councillor Luciani

Seconded By: Councillor Parker

THAT Council refer report back to staff for additional details on the associated BIA levy by-laws [2013 and 3726] in addition to staff recommendations regarding economic development considerations in the expanded zone (i.e. zoning by-law).

Carried

DISCUSSION

This report provides additional information regarding the proposed Downtown BIA boundary expansion, as directed by Council on August 11, 2025. The content includes clarification on related by-laws, zoning and planning considerations, and potential financial impacts. The statutory process for the proposed expansion has been completed in accordance with the *Municipal Act, 2001*. It is at Council's discretion whether to proceed with a boundary expansion by-law.

Clarification – Related By-Laws

At the August 11 meeting, questions were raised regarding by-laws associated to the BIA. Staff confirm the following:

By-Law 3726 – Parking Levy By-Law

As outlined in Report CS 25-024, By-Law 3726 establishes a special area levy to fund the creation and maintenance of municipal parking lots. This levy applies to any property in the downtown core, regardless of property type, that does not meet the required number of parking spaces under the Town's Zoning By-Law.

The annual levy is raised through **277** assessments that fall under the commercial, residential and multi-residential property classes. The 2025 levy is **\$182,897**.

- Commercial assessments - raise approximately 85% of the levy.
- Residential assessments - raise approximately 12% of the levy.
- Multi-Residential assessments - raise approximately 3% of the levy

Core Area Parking levies are separate from BIA levies. These are Town levies, not BIA levies and the BIA does not control the budget or have oversight on how these levies are spent. The only connection is the shared geographic area, referred to in the by-law as "lands within the Business Improvement Area." Should the BIA boundary expand, Council should update By-Law 3726 to clarify whether the levy applies to the expanded area or remains unchanged. Regardless of the outcome of this process, staff are of the opinion that this by-law is due to be reviewed and will bring forward a report, including any potential recommendations, at a future date.

By-Law 2013 Consolidated – BIA Establishing By-Law

By-Law 2013 Consolidated designates a defined area of downtown Tillsonburg as a Business Improvement Area and establishes a Board of Management to oversee its beautification, promotion, and maintenance beyond what the Town provides.

The Board is funded through a special annual levy on eligible properties based on assessed value. It operates under Council's oversight, with requirements for annual budgets, financial reporting, and audits.

Key provisions include:

- Board composition and appointment terms
- Budget approval and spending restrictions
- Levy collection and adjustments if needed
- Assumption of the Board's assets and liabilities by the Town if the by-law is repealed.

The By-Law also establishes a fixed levy contribution for two key properties:

- 3204 030 030 08000 0000 / Town Centre Mall – must always pay exactly 43% of the total BIA levy.
- 3204 030 030 08301 0000 / Canadian Tire – must always pay exactly 7% of the total BIA levy.

These fixed contributions were added through a 2021 by-law amendment at the request of the BIA Board. The reasoning was to allow for more predictable revenue for the BIA, regardless of future assessment changes. Council approved the amendment following the required process under the *Municipal Act, 2001*.

These shares are not impacted by changes to assessment or the addition of other properties. The remaining 50% BIA levy is distributed proportionally among all other BIA properties based on their relative assessment.

If Council is to approve the proposed boundary expansion, Schedule A of the by-law would be amended to reflect the new geographic area of the BIA. No other amendments to the by-law would be required.

No additional by-laws have been identified as directly related to the BIA.

Zoning Context – Economic Development Considerations

Council requested that staff provide written comments on the zoning and economic development context related to the geographic area of the proposed BIA boundary expansion.

The Development Commissioner noted at the August 11 meeting that:

- The existing downtown core is zoned **Central Commercial**, which is the most permissive commercial zone in Town.

- The geographic area of the proposed expansion is primarily zoned **Entrepreneurial**, a mixed-use zone that permits residential but also allows certain commercial uses.
- The intent of the Entrepreneurial zone includes supporting limited expansion of commercial activity, or "creep," from the Central Commercial zone.
- Low vacancy rates in the core and existing commercial activity in the geographic area of the proposed BIA boundary expansion, may create increased interest or pressure for rezoning portions of the Entrepreneurial zone to allow further commercial development.
- While not dependent on the BIA expansion, the expansion could support longer-term planning goals if commercial intensification is desired in this area.

The Development Commissioner has provided further commentary on the proposed boundary expansion:

An appropriately scoped BIA boundary expansion can lay the groundwork for the continued growth of retail, services and amenities in the downtown. The low vacancy rates are currently restricting opportunities for the downtown.

The challenges associated with growth mean that a comprehensive plan for the downtown is required for the betterment of the community as a whole. The development of a Master Plan for the expanded downtown area is a logical next step following a BIA expansion.

The movement away from more arbitrary boundaries within the downtown core itself to boundaries that better align with features that serve as a more natural separation, i.e. nature ravines, main corridors (Concession St), of the downtown from the rest of the community will help ensure a more cohesive downtown district.

The proposed BIA boundary expansion should not include the industrial property on John Pound Rd.

[Finance staff reviewed the industrial properties in question and while these properties are zoned industrial, they are currently used for commercial purposes and are classified by MPAC under the commercial tax class. There are no industrial uses or taxes associated with the properties. As BIA eligibility is based on assessment classification, not zoning, these properties were included in the proposed expansion. Should the use of these properties change in the future, MPAC may reassess and reclassify them accordingly.]

The area between John Pound Rd extending east to Vienna Rd does not make sense to include in the expansion area as it is clearly distinct and separate from the downtown. That being said, there is a rationale for the properties along Simcoe St (east of Old Vienna Rd) to be included since they are on the main commercial corridor that extends to Oxford/Broadway.

If Council agrees with the Development Commissioner that the current boundary does not make sense, the by-law should not proceed. Any amendment to the boundary would require restarting the statutory process under the *Municipal Act, 2001*. As the proposed expansion originated from the BIA Board of Management, Council could allow the Board to determine if and when to submit a future request. Based on feedback from the current process, Council may wish to recommend that the BIA undertake early consultation with property owners to build a clear and collaborative foundation for any potential expansion.

At the recommendation of the Development Commissioner, staff requested a brief summary of the Entrepreneurial District as per the Oxford County Official Plan from the Oxford County Planning Department. The following summary information was provided:

The Official Plan outlines the intent of the Entrepreneurial District as containing a range of commercial and business development opportunities through either the conversion of existing residential dwellings, new development or redevelopment. A mixture of land uses are anticipated including residential, room and boarding accommodations, professional office and smaller scale commercial uses, home-based businesses with associated retail, and minor institutional uses. It is intended that the majority of the large existing single family dwellings be maintained through reuse and renovations. Demolition of existing buildings is only considered when the structure is no longer structurally sound or useable, or for assembly of land for medium density residential development.

Prohibited uses includes those that create environmental concerns, require large loading and parking spaces, outside storage, and methadone clinic or dispensaries.

Current policies outline conversion of existing buildings, redevelopment and new development of vacant land where permitted. Additionally, there are a number of area specific development policies which outline certain areas of the Entrepreneurial District which can permit or prohibit certain uses within specific areas. For example, the area North of Bridge Street between Rolph and Bidwell Streets permits High Density Residential Development; the area of Rolph Street containing heritage and cultural resources is restricted to redevelopment within existing buildings.

The Entrepreneurial Zone in the Town Zoning By-law implements the policies of the Entrepreneurial District designation. Site-specific exceptions or permissions may be considered on a case-by-case basis and require approval by Council through a zone change or minor variance application.

It is noted that portions of the proposed expanded BIA boundary include areas characterized by, and currently designated for, Low Density Residential Development (i.e. Frank Street, area bounded by Venison St W, Racoon Alley, Concession Street and Broadway, and residential properties fronting on Hyman St). The expansion of the BIA boundary to include these areas (and other areas outside of the current Central Business District and Entrepreneurial District) would not automatically extend any additional permitted uses or planning permissions for these areas. The Town would need to initiate applications to amend the Official Plan to expand the Central Business District or Entrepreneurial District and applications to amend the Town Zoning By-Law to extend the range of permitted uses for these areas. Expansion of the BIA district itself would not permit additional uses as of right.

The information in this report regarding zoning and related by-laws is intended to provide additional context as requested by Council. These considerations do not affect the outcome of the legislated BIA boundary expansion process, which has already concluded in accordance with the *Municipal Act, 2001*. The notice and objection process was completed separately, and this report does not alter the results previously presented to Council—only provides further background in support of the final decision.

Next Steps and Considerations

It is at Council's discretion whether to proceed with a boundary expansion by-law.

Should Council direct staff to proceed, it is recommended that the amended boundary come into effect January 1, 2026, to align with the taxation year.

Should the boundary expand, staff will bring forward By-Law 3726, Parking Levy By-Law, for review in order to clarify the geographic area to which the special area parking levy applies.

If Council chooses **not** to proceed, the boundary remains as is. A boundary expansion could be considered again in the future, subject to the requirements of the *Municipal Act, 2001*, based on the most recent assessment roll (typically updated in December annually).

Should Council choose not to proceed, this report may be received for information.

CONSULTATION

Revenue Manager; Director of Finance / Treasurer; Development Commissioner; and Oxford County Planning Department.

FINANCIAL IMPACT/FUNDING SOURCE

The proposed expansion has no direct impact on the Town's capital or operating budgets. However, other considerations should be taken into account, as follows:

Should the boundary expansion proceed, the BIA would be responsible for serving a larger area, which could lead to an increase in its annual budget. Any proposed increase would be determined by the BIA Board of Management through its budget process and submitted to Council for consideration and approval on an annual basis. The financial impact on individual properties would depend on how the new levy amount compares to the expanded assessment base across the BIA area. As future levy and assessment numbers are unknown, these impacts cannot be determined. They can only be determined as a snapshot in time based on known variables.

Throughout this process, staff responded to inquiries and advised that 2025 BIA tax rates are available on the Town's website for general reference. However, staff cautioned that actual impacts could not be confirmed and would be determined through future BIA budgets approved by Council.

The Town currently provides an annual capital contribution to the BIA, as well as an annual amount outlined in Memorandum of Understanding (MOU) covering the years 2023 to 2025. Should the boundary expansion proceed, the BIA may choose to request adjustments to reflect the expanded geographic area, such as increased capital contributions or maintenance support. Any such request would come from the BIA and be subject to future Council consideration.

Additionally, a larger BIA area may result in more applications under the Façade Improvement Program (FIP), whereby an increase in eligible properties could place additional demand on the program. A financial summary of the current status of the FIP is planned to be presented to Council at its Sept 22, 2025 meeting.

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

CS 25-025 Proposed Downtown Tillsonburg BIA Boundary 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 – N/A

Strategic Direction – N/A

Priority Project – N/A

ATTACHMENTS

Appendix A – Clerk's Certificate dated August 11, 2025

Town of Tillsonburg

Clerk's Certification

Pursuant to Section 210(3) of the Municipal Act, 2001

Date: August 11, 2025

Subject: Certification – Downtown Tillsonburg Business Improvement Area (BIA)
Boundary Expansion Process

Re: Objection Threshold Not Met

As Acting Clerk for the Town of Tillsonburg, I hereby certify that the objection thresholds set out in **Section 210(3) of the Municipal Act, 2001** have **not** been met in relation to the proposed expansion of the Downtown Tillsonburg Business Improvement Area (BIA).

In accordance with the requirements of the Act:

- Notice of the proposed boundary expansion was issued by prepaid mail on April 11, 2025, to all property owners of rateable business properties within the existing and proposed BIA boundaries.
- The 60-day objection period concluded on June 10, 2025.
- A total of 200 eligible objectors were identified, including tenants as submitted by property owners.
- The total number of objections received (55) does not meet the threshold of one-third (66) of persons entitled to notice.
- As such, **the conditions that would prohibit Council from proceeding with the boundary expansion by-law have not been satisfied.**

This certificate confirms that the municipality **may proceed** with consideration of a by-law to expand the BIA boundary, in accordance with the Municipal Act, 2001.

Certified by:

Amelia Jaggard

Acting Clerk

Town of Tillsonburg

**DOWNTOWN TILLSONBURG
BUSINESS IMPROVEMENT AREA**

**FINANCIAL STATEMENTS
For the year ended December 31, 2024**

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

For the year ended December 31, 2024

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INDEPENDENT AUDITORS' REPORT

To the Members of Downtown Tillsonburg Business Improvement Area

Qualified Opinion

We have audited the financial statements of Downtown Tillsonburg Business Improvement Area (the 'BIA' or 'local board'), which comprise the statement of financial position as at December 31, 2024, the statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the local board as at December 31, 2024, and the results of its operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Qualified Opinion

In common with many organizations, the local board derives revenue from donations and other contributions the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the local board and we were not able to determine whether any adjustments might be necessary to revenues for the years ended December 31, 2024 and 2023 and, annual surplus, accumulated surplus and net financial assets as at January 1 and December 31 for both the 2024 and 2023 years. Our audit opinion on the financial statements for the year ended December 31, 2023 was also modified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the BIA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the BIA's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the BIA or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the BIA's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with

Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the BIA's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the BIA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the BIA to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Approval Date
Brantford, Ontario

CHARTERED PROFESSIONAL ACCOUNTANTS
Licensed Public Accountants

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF FINANCIAL POSITION

As at December 31	2024	2023
Financial Assets		
Cash	61,642	81,080
Accounts receivable	15,113	25,104
Harmonized sales tax recoverable	12,496	15,464
	89,251	121,648
Liabilities		
Accounts payable and accrued liabilities	39,226	75,693
Employee deductions payable	4,912	1,840
Due to the Town of Tillsonburg (Note 12)	116	21,283
Deferred income	4,657	4,657
Loan payable (Note 8)	15,579	30,000
	64,490	133,473
Net Financial Assets	24,761	(11,825)
Non-Financial Assets		
Tangible capital assets (Note 3)	33,299	39,901
Intangible assets (Note 4)	10,496	13,120
Inventory	-	496
Prepaid expenses	666	720
	44,461	54,237
Net Assets	69,222	42,412
Accumulated Surplus (Note 6)	69,222	42,412

APPROVED ON BEHALF OF THE BOARD

Director

Director

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the year ended December 31	Budget	2024	2023
Revenues			
Tax levy - Town of Tillsonburg	221,473	221,036	167,182
Facade improvement plan	-	-	32,743
Capital contribution - Town of Tillsonburg	20,000	20,000	15,000
Memorandum of understanding	37,119	37,119	35,115
Grants and wages subsidies	32,500	38,351	53,484
Other income (Note 7)	106,500	36,157	48,960
Interest	2,000	80	710
Donations	40,000	8,656	2,801
Debt forgiveness	-	20,384	-
	459,592	381,783	355,995
Expenses			
Maintenance and beautification	65,500	10,981	15,979
Operational	295,227	283,362	288,155
AGM	-	2,985	3,063
Debt payments	45,903	14,492	14,452
Special projects	-	-	34,492
Marketing and events	13,750	23,330	14,197
Bad debt	-	4,281	109
Amortization	-	15,542	7,041
	420,380	354,973	377,488
Operating Surplus (Deficiency)	39,212	26,810	(21,493)
Professional Fees - Human Resources	-	-	23,814
Excess (Deficiency) of Revenues over Expenses	39,212	26,810	(45,307)
Accumulated Surplus - Beginning of Year	-	42,412	87,719
Accumulated Surplus - End of Year	-	69,222	42,412

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the year ended December 31	2024	2023
Annual Surplus (Deficit)	26,810	(45,307)
Change in prepaid expenses	54	-
Change in inventory	496	1,309
Purchase of capital assets and intangibles	(6,316)	(60,062)
Amortization of capital assets	15,542	7,041
Increase (Decrease) in Net Financial Assets	36,586	(97,019)
Net Financial Assets - Beginning of Year	(11,825)	85,194
Net Financial Assets - End of Year	24,761	(11,825)

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF CASH FLOWS

For the year ended December 31	2024	2023
Cash Flows from Operating Activities		
Excess (Deficiency) of Revenues over Expenses	26,810	(45,307)
Charges (credits) to income not involving cash Amortization	15,542	7,041
	42,352	(38,266)
Change in non-cash working capital balances		
Accounts receivable	9,991	(16,765)
Inventory	496	1,309
Prepaid expenses	54	-
Accounts payable	(36,467)	55,632
Harmonized sales tax receivable	2,968	(7,656)
Employee deductions payable	3,072	(1,258)
Deferred income	-	4,657
	22,466	(2,347)
Cash Flows from Financing Activities		
Advances of loans	-	30,000
Repayment of loans	(14,421)	-
Due to the Town of Tillsonburg	(21,167)	24,428
	(35,588)	54,428
Cash Flows from Capital Activities		
Purchase of tangible capital assets and intangibles	(6,316)	(60,062)
Net Decrease in Bank	(19,438)	(7,981)
Opening Bank	81,080	89,061
Closing Bank	61,642	81,080

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

1. DESCRIPTION OF BUSINESS

The Downtown Tillsonburg Business Improvement Area is a non-profit, local board as created under the Municipal Act, RSO Ontario. The board oversees the improvement, beautification, and maintenance of municipally-owned land, buildings, and structures in the designated area beyond that provided at the expense of the municipality generally and to promote the area as a business and shopping area.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Downtown Tillsonburg Business Improvement Area are prepared by management in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of CPA Canada.

(a) Basis of Accounting

Revenues and expenses are recorded on the accrual basis, whereby they are reflected in account in the period in which they have been earned and incurred respectively, whether or not such transactions have been settled by the receipt or payment of money.

(b) Fund Accounting

The Downtown Tillsonburg Business Improvement Area follows the principles of fund accounting. The Downtown Tillsonburg Business Improvement Area operates with one general fund. The general fund records amount used for the day to day operations. The Restricted fund records contributions restricted for the facade improvement plan. See Note 5.

(c) Revenue Recognition

Restricted contributions related to the facade improvement plan operations are recognized as revenue of the restricted fund in the year in which the contributions are received.

Unrestricted contributions are recognized as revenue of the general fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met and reasonable estimates of the amounts can be made.

(d) Financial Instruments

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Financial Instruments (continued)

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method (or effective interest rate method).

All financial assets are assessed for impairment on an annual basis at the end of the fiscal year. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and adjusted through the statement of remeasurement gains and losses.

When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

The Standards require an organization to classify the fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

Level 1 - Unadjusted quoted market prices in active markets for identical assets or liabilities;

Level 2 - Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in active markets or market data for substantially the full term of the assets or liabilities; and

Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of assets and liabilities.

The local board's financial instruments consist of cash, accounts receivable and accounts payable. The amortized cost of these financial instruments approximate their carrying values, unless otherwise noted.

(e) Measurement Uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

(f) Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

(g) Gifts in Kind

Donated goods, services and facilities are not reported in these financial statements.

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(h) Tangible Capital Assets

Tangible capital assets are stated at cost. Amortization is provided for in the accounts as follows:

Computer Equipment	30% declining balance
Fixtures and Equipment	30% declining balance

In the year of acquisition, amortization is provided for at one-half of the above rates. No amortization is provided for in the year of disposal.

(i) Intangible Assets

Intangible assets are stated at cost. Amortization is provided for on a 5 year straight line basis.

In the year of acquisition, amortization is provided for at one-half of the above rate. No amortization is provided for in the year of disposal.

3. TANGIBLE CAPITAL ASSETS	Cost	Accumulated Amortization	2024	2023
Computer equipment	1,680	451	1,229	663
Fixtures and equipment	51,578	19,508	32,070	39,238
	53,258	19,959	33,299	39,901

4. INTANGIBLE ASSETS	Cost	Accumulated Amortization	2024	2023
Software	13,120	2,624	10,496	13,120

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

5.	RESTRICTED FUNDS	2024	2023
During the year the following activity occurred within the restricted fund:			
Facade Improvement Plan (FIP)			
	Opening balance	182,130	146,622
	Contributions received during the year	-	35,000
	Qualified expenditures during the year	-	(34,492)
	Transfer from general fund	-	35,000
	Approved reallocation of prior year expenditures from the general fund	(46,097)	-
	Restricted funds - closing balance	136,033	182,130
6.	ACCUMULATED SURPLUS	2024	2023
Accumulated surplus consists of the following:			
	Accumulated deficit from operations	(66,811)	(139,718)
	Restricted fund - Facade Improvement Plan (Note 5)	136,033	182,130
		69,222	42,412
7.	OTHER INCOME	2024	2023
	Sponsorship/donation	13,636	29,864
	Rental income	16,603	11,405
	Event ticket sales and miscellaneous income	5,918	7,691
		36,157	48,960

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

8. LOAN PAYABLE

The loan payable balance consists of a loan taken out by the Town of Tillsonburg on behalf of the BIA. The loan is due in blended semi annual installments of \$5,467, bearing interest at the rate of 5.22% per annum. Required principal and interest payments over the next two years are:

2025 - \$10,252

2026 - \$5,328

9. COMPARATIVE FIGURES

Certain of the prior year's figures, provided for purposes of comparison, have been reclassified to conform with the current year's presentation.

10. FINANCIAL INSTRUMENTS

The BIA has identified the following financial risks:

Credit Risk

Credit risk is the risk that one party to a financial asset will cause a financial loss for the company by failing to discharge an obligation. The BIA's credit risk is mainly related to accounts receivable. The BIA provides credit to its clients in the normal course of operations. The risk of loss is considered remote.

Liquidity Risk

Liquidity risk is the risk of being unable to meet cash requirements or to fund obligations as they become due. Trade payable and accrued liabilities are generally paid within 30 days. This risk has increased from the prior year due to an increased deficit in the operating fund.

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024

11. COMMITMENT

The Town of Tillsonburg incurred debt on behalf of the Downtown Tillsonburg Business Improvement Area related to the acquisition of LED streetlights. The Downtown Tillsonburg Business Improvement Areas has committed to reimburse the Town of Tillsonburg for the principal and interest payments on this debt. The outstanding commitment as at December 31, 2024 was \$46,000 (2023 - \$57,500). The commitment will be complete in December of 2028 and payments over the next four years are as follows:

2025 - \$12,914

2026 - \$12,537

2027 - \$12,162

2028 - \$11,784

Office

The Downtown Tillsonburg Business Improvement Area has a rental agreement with the Tillsonburg Town Centre for office space at the rate of \$1,000 per month for the offices located at 164 Broadway, Unit 10, Tillsonburg, ON. The amounts are expensed as incurred and the lease is renewed annually under similar terms.

Other

The Downtown Tillsonburg Business Improvement Area has a vehicle lease agreement with monthly charges of \$655 plus HST, expiring in March 2026.

Facade Improvement Program

At year end there were three open applications related to the facade improvement program totaling \$62,079.

12. RELATED PARTY TRANSACTIONS

All related party transactions are considered to be in the normal course of operations and are recorded at the exchange amount agreed to by the related parties. Amounts owing are non interest bearing with no set terms of repayment.

13. SUBSEQUENT EVENTS

Subsequent to year end, a new application was received for the facade improvement program totaling \$10,000.

Wednesday, October 1, 2025

Millard, Rouse and Rosebrugh LLP
96 Nelson Street
Brantford, Ontario N3T 5N3

Dear Sir/Madame:

This representation letter is provided in connection with your audit of the financial statements of Downtown Tillsonburg Business Improvement Area for the year ended December 31, 2024 for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian public sector accounting standards.

In making the representations outlined below, we took the time necessary to appropriately inform ourselves on the subject matter through inquiries of entity personnel with relevant knowledge and experience, and, where appropriate, by inspecting supporting documentation.

We confirm that (to the best of our knowledge and belief):

1. Financial Statements

We have fulfilled our responsibilities as set out in the terms of the audit engagement dated Friday, January 10, 2025 for:

- a. Preparing and fairly presenting the financial statements in accordance with Canadian public sector accounting standards;
- b. Providing you with:
 - i. Access to all information of which we are aware that is relevant to the preparation of the financial statements, such as:
 - a. Accounting records, supporting data and other relevant documentation,
 - b. Minutes of meetings (such as shareholders, board of directors and audit committees) or summaries of actions taken for which minutes have not yet been prepared, and
 - c. Information on any other matters, of which we are aware, that is relevant to the preparation of the financial statements;*
 - ii. Additional information that you have requested from us for the purpose of the audit; and
 - iii. Unrestricted access to persons within the entity from whom you determine it necessary to obtain audit evidence.
- c. Ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements; and
- d. Designing and implementing such internal control as we determined is necessary to enable the

preparation of financial statements* that are free from material misstatement, whether due to fraud or error. We have also communicated to you any deficiencies in the design and implementation or the maintenance of internal control over financial reporting of which management is aware.

2. Fraud and Non-Compliance

We have disclosed to you:

- a. All of our knowledge in relation to actual, alleged or suspected fraud affecting the entity's financial statements involving:
 - i. Management;
 - ii. Employees who have significant roles in internal control; or
 - iii. Others where the fraud could have a material effect on the financial statements;
- b. All of our knowledge in relation to allegations of fraud or suspected fraud communicated by employees, former employees, analysts, regulators or others;
- c. All known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements that should be considered when preparing the financial statements;
- d. All known, actual, or possible litigation and claims that should be considered when preparing the financial statements; and
- e. The results of our risk assessments regarding possible fraud or error in the financial statements.

3. Related Parties

We confirm that there were no related-party relationships or transactions that occurred during the period.

4. Estimates

We acknowledge our responsibility for determining the accounting estimates required for the preparation of the financial statements in accordance with Canadian public sector accounting standards. Those estimates reflect our judgment based on our knowledge and experience of past and current events, and on our assumptions about conditions we expect to exist and courses of action we expect to take. We confirm that the methods, significant assumptions and the data used by us in making accounting estimates and related financial statement disclosures, including those measured at fair value, are appropriate to achieve recognition, measurement or disclosure that is in accordance with Canadian public sector accounting standards.

5. Subsequent Events

All events subsequent to the date of the financial statements and for which Canadian public sector accounting standards requires adjustment or disclosure have been adjusted or disclosed.

6. Commitments, Contingent Liabilities/Assets, Guarantees

There are no additional commitments, contingent liabilities/assets or guarantees (written or oral) that should be disclosed in the financial statements. This includes liabilities arising from contract terms, illegal acts or possible illegal acts, and environmental matters that would have an impact on the financial statements.

7. Adjustments

We have reviewed, approved and recorded all of your proposed adjustments to our accounting records. This includes journal entries, changes to account coding, classification of certain transactions and preparation of, or changes to, certain accounting records.

8. Misstatements

The effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. A list of the uncorrected misstatements, including the reasons why they were not corrected, is attached to this letter.

9. Other Representations

All significant accounting policies are disclosed in the financial statements and are consistent with those used in the previous period.

We have complied with all the terms and conditions of all contractual agreements that could have a material effect, in the event of non-compliance, on the financial statements.

We have recorded in the accounts all known liabilities of our entity as at except for trivial amounts.

We have evaluated whether there are indicators of impairment for all financial assets measured at cost or amortized cost, and where there has been a significant adverse change in the expected timing or amount of future cash flows from a financial asset or group of similar financial assets, we have assessed whether a reduction in the carrying value is necessary.

When an impairment is necessary, the carrying amount of the asset, or group of assets, has been reduced to the highest of the cash flows expected to be generated by holding the asset, the amount that could be realized by selling the asset and the amount that the entity expects to realize by exercising any right to collateral held to secure repayment of the asset net of all costs necessary to exercise those rights. The amount of the decline in fair value has been included in net income in the period incurred.

We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

We have approved all journal entries and other adjustments proposed by you, and they have been included in our financial statements.

All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
eased, a reversal of the previously recognized impairment loss has been recognized in earnings.

The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.

The accounts receivable reflected in the accounts constitute valid claims against customers and other debtors. They do not include amounts for goods shipped on consignment, approval or under repurchase commitments, or for goods shipped after .

Receivables known to be uncollectible have been written off, and adequate provision has been made for anticipated adjustments or losses in connection with the collection of receivables.

We have disclosed to you the identity of all related parties and all related-party relationships and transactions of which we are aware. This includes sales, purchases, loans, transfers of assets, liabilities and services, leasing agreements, guarantees, non-monetary transactions, and transactions for no consideration for the period ended as well as related balances due to or from such parties at the period end.

Related-party transactions have been properly measured and disclosed in the financial statements, and we confirm our belief that any receivable balances are fully collectable.

We have recorded all revenue that met the following criteria:

- a. Persuasive evidence of an arrangement exists;
- b. Delivery has occurred, or services have been rendered;
- c. Price is fixed or determinable; and
- d. Collectability is reasonably assured

There have been no events between the balance sheet date and the date of this letter that would require recognition or disclosure in the financial statements.

We have disclosed to you all known instances of non-compliance or suspected non-compliance with our funding and grant agreements.

Outstanding commitments for the Facade Improvement Plan at December 31, 2024 are \$62,079.





















Yours truly,

_____ Title: _____

Name of Chief Executive Officer or equivalent and title

_____ Title: _____

Name of Chief Financial Officer or equivalent and title

Description	Circumstances of occurrence		Amount of over (under) misstatement in the financial statements before making any adjustment for the effect of income taxes						Corrected? Yes/No
			W/P ref.	Assets	Liabilities	Pre-tax Income	Equity	Financial statement disclosures	
Unorrected misstatements carried forward				-	-	-	-		
SUD 1 - HST extrapolation	Extrapolation of variance		41	872	-	872	872		No 
SUD 2 - In Kind Donation	Recognition of in kind donation		6.7-1	-	-	-	-		No 
SUD 3 - recording of receivable	Recognition of AR - waiting on new cheque		6.7-2	(3,783)	-	(3,783)	(3,783)		No 
				-	-	-	-		
				-	-	-	-		
				-	-	-	-		
				-	-	-	-		
				-	-	-	-		
				-	-	-	-		
Total of identified misstatements during the audit				(2,911)	-	(2,911)	(2,911)		
Misstatements corrected by management				-	-	-	-		
Total uncorrected misstatements				(2,911)	-	(2,911)	(2,911)		
Effect of uncorrected misstatements on income taxes						-	-		
Effect of uncorrected misstatements from prior periods						-	-		
Uncorrected misstatements to be carried forward						(2,911)	(2,911)		

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

*Version updated post 22 September 2025 Town Council meeting

	2025 <u>*Forecast</u>	2026 <u>Proposed</u>	Chg <u>+/-</u>	2027 <u>Planned</u>	Chg <u>+/-</u>	2028 <u>Planned</u>	Chg <u>+/-</u>	2029 <u>Planned</u>	Chg <u>+/-</u>	2030 <u>Planned</u>	Chg <u>+/-</u>
Revenues:											
Total Levy	\$223,100	\$240,080	8.8%	\$254,420	6.0%	\$261,110	2.6%	\$268,280	2.7%	\$273,750	2.0%
Façade Improvement Program	\$0	\$0	n/a	\$20,000	n/a	\$30,000	n/a	\$30,000	n/a	\$30,000	n/a
Town to BIA MOU	\$37,119	\$58,959	59%	\$60,138	2.0%	\$61,341	2.0%	\$62,568	2.7%	\$63,819	1.2%
Town contribution to capital	\$20,000	\$20,000	0%	\$20,000	0.0%	\$25,000	25.0%	\$25,000	3.0%	\$25,000	3.0%
Town of Tillsonburg total:	\$280,219	\$319,039		\$354,558	11.1%	\$377,451	6.5%	\$385,848	3.4%	\$392,569	4.4%
Grant income - approved	\$0	\$10,000		\$0		\$20,000		\$0		\$20,000	
Grant income - applications (new) pending	\$0	\$125,000		\$0		\$50,000		\$10,000		\$0	
Wage subsidy programs	\$41,300	\$44,500		\$46,000		\$47,000		\$48,000		\$50,000	
Co-working space income	\$19,863	\$72,200		\$66,000		\$67,500		\$70,000		\$75,000	
Interest + other income	\$80	\$150		\$1,000		\$2,625		\$1,700		\$1,800	
Donations + sponsorship income inc mktg	\$20,000	\$42,000		\$47,000		\$49,000		\$60,000		\$65,000	
TurtleFest revenues	\$0	\$90,000		\$92,000		\$95,000		\$97,750		\$100,000	
TurtleFest MOU to BIA for services	\$7,661	\$16,000		\$17,000		\$20,000		\$20,000		\$20,000	
Contracted services - external	\$6,000	\$11,000		\$7,300		\$7,500		\$8,000		\$8,500	
671 Broadway agreement	\$4,000	\$6,000		\$6,000		\$6,000		\$6,000		\$6,000	
County Human Services funding	\$0	\$7,556		\$0		\$0		\$0		\$0	
Reimbursement of legal fees	\$5,978	\$0		\$0		\$0		\$0		\$0	
Product sales, marketing income	\$1,500	\$3,000		\$3,500		\$15,600		\$17,500		\$14,600	
Other revenue sub-total:	\$106,382	\$427,406		\$285,800		\$380,225		\$338,950		\$360,900	
Total Revenues:	\$386,601	\$746,445		\$640,358		\$757,676		\$724,798		\$753,469	
Expenses:											
Beautification – plants, trees, flowers (partial capital)	\$6,530	\$9,100		\$8,000		\$10,000		\$21,000		\$22,800	
Capital projects - equipment	\$1,600	\$15,660		\$27,220		\$28,500		\$42,500		\$20,000	
Capital projects - public realm	\$11,000	\$31,500		\$31,800		\$32,300		\$55,000		\$69,000	
Capital projects - office/IT	\$4,050	\$6,500		\$6,200		\$6,200		\$4,280		\$1,000	
Capital total:	\$16,650	\$53,660		\$65,220		\$67,000		\$101,780		\$90,000	
Grant project costs (includes capital purchases)	\$0	\$125,000		\$0		\$70,000		\$0		\$0	
Debt payments	\$23,847	\$18,003		\$12,160		\$11,784		\$0		\$0	
FTE salaries	\$131,000	\$135,577		\$138,373		\$145,292		\$149,735		\$154,225	
Casual + part time labour inc MSC placements	\$74,000	\$91,600		\$93,200		\$98,261		\$98,961		\$101,500	
Non-wage HR costs - CPP, EI, WSIB, etc.	\$19,230	\$24,335		\$26,750		\$33,748		\$34,423		\$35,112	
Human Resources	\$224,230	\$251,512		\$258,323		\$277,301		\$292,277		\$299,190	
General & Administrative	\$65,707	\$116,869		\$116,515		\$120,452		\$124,258		\$130,432	
Legal and professional fees	\$10,300	\$12,750		\$12,750		\$12,750		\$13,000		\$20,000	
TurtleFest expenses	\$0	\$90,000		\$92,000		\$95,000		\$97,750		\$100,000	
FIP - payment to restricted fund	\$0	\$15,989		\$15,989		\$15,989		\$15,989		\$0	
Inter-governmental adjustment	\$0	\$0		\$0		\$0		\$0		\$0	
Marketing and events	\$15,150	\$23,162		\$24,150		\$31,000		\$21,502		\$24,620	
Gift card program - one time + ongoing fees	\$10,180	\$5,900		\$5,990		\$6,400		\$6,400		\$6,400	
Transfer to reserves	\$0	\$24,500		\$29,261		\$40,000		\$40,000		\$38,380	
*Total Expenses:	\$372,594	\$746,445		\$640,358		\$757,676		\$724,798		\$723,469	
Excess (deficiency) of Revenues over Expenses	\$14,007	\$0		\$0		\$0		\$0		\$30,000	



INDEPENDENT AUDITORS' REPORT

To the Members of:

TILLSONBURG BUSINESS IMPROVEMENT AREA

We have audited the accompanying financial statements of Tillsonburg Business Improvement Area, which are comprised of the statement of financial position as at December 31, 2013 and the statements of general operations, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian Generally Accepted Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many non-profit organizations, the association derives revenue from fund raising, donations and other sundry sources, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of this revenue was limited to the amounts recorded in the records of the association and we were not able to determine whether any adjustments might be necessary to fundraising and other sundry revenue.

Qualified Opinion

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Tillsonburg Business Improvement Area as at December 31, 2013, and the results of its operations for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Good Redden Klosler LLP

CHARTERED ACCOUNTANTS

Licensed Public Accountants

Tillsonburg, Ontario
March 12, 2014

An Integration of Accounting, Advisory and Wealth Management Services

www.GoodCAs.com

84 Colborne Street North, Simcoe, ON N3Y 3V1
Tel: 519.426.5160 • Fax: 519.426.5174

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Tel: 519.842.4246 • Fax: 519.842.6656

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TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF FINANCIAL POSITION

As at December 31, 2013

(With comparative figures as at December 31, 2012)

(Audited)

	2013	2012
ASSETS	\$	\$
Current Assets		
Cash	92,868	39,223
Accounts receivable	1,942	-
Account receivable from Town of Tillsonburg	-	28,258
HST receivable	8,955	8,454
Total Assets	103,765	75,935
LIABILITIES AND FINANCIAL POSITION		
Current Liabilities		
Deposits - BIA Bucks	1,055	1,465
Accounts payable and accrued liabilities	6,669	4,745
Current portion of long-term debt	2,000	-
Total current liabilities	9,724	6,210
Deferred Revenue - note 5	50,000	-
Long-Term Debt - note 4	8,000	-
Financial Position		
Reserve	36,041	69,725
Total Liabilities and Financial Position	103,765	75,935

Approved by: _____



TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF GENERAL OPERATIONS

For the year ended December 31, 2013

(With comparative figures for the year ended December 31, 2012)

(Audited)

	2013	2012
	\$	\$
Revenue		
Municipal levies	94,001	97,792
Grants and donations	5,142	2,500
AGM and other miscellaneous income	405	10,904
Interest income	121	335
Total revenue	99,669	111,531
Expenditures		
Operational	51,205	46,760
Beautification and special projects	50,130	15,061
Promotion	22,483	21,297
Debt payments - note 3	9,535	9,535
Total expenditures	133,353	92,653
Excess (Deficiency) of Revenue over Expenditures	(33,684)	18,878
Financial Position, Beginning of Year	69,725	50,847
Financial Position, End of Year	36,041	69,725



TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF CASH FLOWS

For the year ended December 31, 2013

(With comparative figures for the year ended December 31, 2012)

	2013	2012
	\$	\$
Cash Flows from Operating Activities		
Excess (deficiency) of revenue over expenditures for the year	(33,684)	18,878
Changes in non-cash working capital accounts		
Decrease (increase) in accounts receivable	(1,942)	-
Decrease (increase) in account receivable from town	27,757	(22,629)
Increase (decrease) in accounts payable and accrued liabilities	1,924	(3,931)
(Decrease) in deferred revenue	50,000	-
Increase (decrease) in deposits	(410)	(925)
Increase (decrease) in current portion of long-term debt	2,000	-
Cash flows from (applied to) operating activities	45,645	(8,607)
Cash Flows from Financing Activities		
Increase (decrease) in long-term debt	8,000	-
Increase (Decrease) in Cash During the Year	53,645	(8,607)
Cash at Beginning of Year	39,223	47,830
Cash at End of Year	92,868	39,223



TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2013

(Audited)

1. OPERATIONS

The organization is a non-profit organization, established to utilize the combined strength of its members in the business improvement area to maintain, rejuvenate and revitalize the commercial core of Tillsonburg.

2. SIGNIFICANT ACCOUNTING POLICIES

The organization follows Canadian accounting standards for not-for-profit organizations, significant aspects of the accounting policies adopted by the Board are as follows:

(a) Accrual Basis of Accounting

Revenue and expenditures are recorded on the accrual basis, whereby they are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

(b) Fund Accounting

The organization follows the principles of fund accounting and operates using one fund. Any excess funds are to be kept in reserve for the beautification of the downtown area.

(c) Revenue Recognition

The organization follows the restricted method of fund accounting. Revenue from tax levies are recognized when due from the town, investment income is recognized when earned, and other revenues are recognized when received or become collectable.

(d) Estimates

In the preparation of financial statements, estimates and assumptions are made which can effect the amounts reported and note disclosures. The actual results may differ from these estimates.

(e) Capital Assets

In common with non-profit organizations of this size, capital assets are expensed as incurred.

3. COMMITMENTS

The Town of Tillsonburg incurred debt on behalf of the Board of Management. The Tillsonburg BIA is responsible for the yearly repayment of principal and interest payments on this debt. The yearly repayments are expensed as incurred. The outstanding commitment as at December 31, 2013 was \$50,253 (2012 - \$57,075). The loan matures in 2019.



TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2013

(Audited)

4. LONG-TERM DEBT

Represents loan payable to the Town of Tillsonburg. Bears no interest and requires yearly principal payments of \$2,000.

The principal payments required over the next five years are as follows:

	\$
2014	2,000
2015	2,000
2016	2,000
2017	2,000
2018	2,000

5. DEFERRED REVENUE

This represents funds received from the Town of Tillsonburg related to facade improvements grants to be paid to downtown businesses that provided successful applications. The grants have not been paid as of year end. The income will be recorded when the grants are paid.

The BIA has approved a total of 15 facade improvement applications with a total commitment to be paid of \$84,255.

6. FINANCIAL INSTRUMENTS

The fair value of accounts payable and accounts receivable is approximately equal to their carrying value due to their short-term maturity date. The organization holds its investments (reserve) in the form of cash and the carrying value is considered to be the fair value.

It is Management's opinion that the association is not exposed to any significant interest, currency or credit risks arising from financial instruments.

7. ECONOMIC DEPENDENCE

The organization is funded by the municipal levels of the Town of Tillsonburg and is dependent on these levies to carry out its operations.



TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2013

(Audited)

4. LONG-TERM DEBT

Represents loan payable to the Town of Tillsonburg. Bears no interest and requires yearly principal payments of \$2,000.

The principal payments required over the next five years are as follows:

	\$
2014	2,000
2015	2,000
2016	2,000
2017	2,000
2018	2,000

5. DEFERRED REVENUE

This represents funds received from the Town of Tillsonburg related to facade improvements grants to be paid to downtown businesses that provided successful applications. The grants have not been paid as of year end. The income will be recorded when the grants are paid.

The BIA has approved a total of 10 facade improvement applications with a total commitment to be paid of \$89,565.

6. FINANCIAL INSTRUMENTS

The fair value of accounts payable and accounts receivable is approximately equal to their carrying value due to their short-term maturity date. The organization holds its investments (reserve) in the form of cash and the carrying value is considered to be the fair value.

It is Management's opinion that the association is not exposed to any significant interest, currency or credit risks arising from financial instruments.

7. ECONOMIC DEPENDENCE

The organization is funded by the municipal levels of the Town of Tillsonburg and is dependent on these levies to carry out its operations.



INDEPENDENT AUDITORS' REPORT

To the Members of:

TILLSONBURG BUSINESS IMPROVEMENT AREA

We have audited the accompanying financial statements of Tillsonburg Business Improvement Area, which are comprised of the statement of financial position as at December 31, 2012 and the statements of general operations, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian Generally Accepted Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Tillsonburg Business Improvement Area as at December 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Good Redden Klosler LLP

CHARTERED ACCOUNTANTS

Licensed Public Accountants

Tillsonburg, Ontario
February 28, 2013

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TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF FINANCIAL POSITION

As at December 31, 2012

(With comparative figures as at December 31, 2011)

(Audited)

	2012	2011
	\$	\$
ASSETS		
Current Assets		
Cash	39,223	47,830
Account receivable from town	28,258	5,754
HST receivable	8,454	8,329
Total Assets	75,935	61,913

LIABILITIES AND FINANCIAL POSITION

Current Liabilities		
Deposits - BIA Bucks	1,465	2,390
Accounts payable and accrued liabilities	4,744	8,675
Total current liabilities	6,209	11,065
Financial Position		
Reserve	69,726	50,848
Total Liabilities and Financial Position	75,935	61,913

Approved by: _____



TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF GENERAL OPERATIONS

For the year ended December 31, 2012

(With comparative figures for the year ended December 31, 2011)

(Audited)

	2012	2011
	\$	\$
Revenue		
Municipal levies	97,792	93,177
AGM and other miscellaneous income	10,904	6,358
Grants and donations	2,500	2,500
Interest income	335	403
Total revenue	111,531	102,438
Expenditures		
Operational	46,760	50,129
Promotion	21,297	13,303
Beautification and special projects	15,061	33,711
Debt payments - note 3	9,535	9,535
Total expenditures	92,653	106,678
Excess (Deficiency) of Revenue over Expenditures	18,878	(4,240)
Financial Position, Beginning of Year	50,848	55,088
Financial Position, End of Year	69,726	50,848

TILLSONBURG BUSINESS IMPROVEMENT AREA

STATEMENT OF CASH FLOWS

For the year ended December 31, 2012

(With comparative figures for the year ended December 31, 2011)

	2012	2011
	\$	\$
Cash Flows from Operating Activities		
Excess (deficiency) of revenue over expenditures for the year	18,878	(4,240)
Changes in non-cash working capital accounts		
Decrease (increase) in accounts receivable	-	(200)
Decrease (increase) in account receivable from town	(22,629)	(8,868)
Increase (decrease) in accounts payable and accrued liabilities	(3,931)	(2,704)
Increase (decrease) in deposits	(925)	805
Cash flows from (applied to) operating activities	(8,607)	(15,207)
Increase (Decrease) in Cash During the Year	(8,607)	(15,207)
Cash at Beginning of Year	47,830	63,037
Cash at End of Year	39,223	47,830

TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2012

(Audited)

1. OPERATIONS

The organization is a non-profit organization, established to utilize the combined strength of its members in the business improvement area to maintain, rejuvenate and revitalize the commercial core of Tillsonburg.

2. SIGNIFICANT ACCOUNTING POLICIES

The organization follows Canadian accounting standards for not-for-profit organizations, significant aspects of the accounting policies adopted by the Board are as follows:

(a) Accrual Basis of Accounting

Revenue and expenditures are recorded on the accrual basis, whereby they are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

(b) Fund Accounting

The organization follows the principles of fund accounting and operates using one fund. Any excess funds are to be kept in reserve for the beautification of the downtown area.

(c) Revenue Recognition

The organization follows the restricted method of fund accounting. Revenue from tax levies are recognized when due from the town, investment income is recognized when earned, and other revenues are recognized when received or become collectable.

(d) Estimates

In the preparation of financial statements, estimates and assumptions are made which can effect the amounts reported and note disclosures. The actual results may differ from these estimates.

(e) Capital Assets

In common with non-profit organizations of this size, capital assets are expensed as incurred.

TILLSONBURG BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2012

(Audited)

3. COMMITMENTS

The Town of Tillsonburg incurred debt on behalf of the Board of Management. The Tillsonburg BIA is responsible for the yearly repayment of principal and interest payments on this debt. The yearly repayments are expensed as incurred. The outstanding commitment as at December 31, 2012 was \$57,075 (2011 - \$63,565). The loan matures in 2019.

4. FINANCIAL INSTRUMENTS

The fair value of accounts payable and accounts receivable is approximately equal to their carrying value due to their short-term maturity date. The organization holds its investments (reserve) in the form of cash and the carrying value is considered to be the fair value.

It is Management's opinion that the association is not exposed to any significant interest, currency or credit risks arising from financial instruments.

5. ECONOMIC DEPENDENCE

The organization is funded by the municipal levels of the Town of Tillsonburg and is dependent on these levies to carry out its operations.

Tillsonburg Business Improvement Area

Notes to Financial Statements

Year ended December 31, 2020

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

Measurement uncertainty

The preparation of financial statements in conformity with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

3. INVESTMENTS

Investments include a guaranteed investment certificate (GIC) and by its nature approximates its market value. The GIC will mature in February 2021 and has an interest rate of 4.80%.

	2020	2019
Guaranteed investment certificate	\$ 67,007	\$ 65,776
Shares in credit union	85	80
	\$ 67,092	\$ 65,856

4. RESTRICTED FUNDS

During the year the following activity occurred within restricted funds:

	2020	2019
<u>Facade Improvement Plan (FIP)</u>		
Opening balance	\$ 142,330	\$ 134,026
Contributions during the year	62,000	50,000
Qualifying expenditures during the year	(44,322)	(41,696)
Restricted funds - closing balance	\$ 160,008	\$ 142,330

During 2020, Town of Tillsonburg Council approved up to \$62,000 of joint FIP funds to be used for BIA relief programs due to the impact of the COVID-19 pandemic. As at December 31, there have been four payments to four different BIA members under this program totalling \$4,845.



2026 TurtleFest Executive Committee Schedule

subject to change

DAY	DATE	START TIME
Tuesday	September 16, 2025	10:00 a.m
Tuesday	October 7, 2025	10:00 a.m
Tuesday	November 4, 2025	10:00 a.m
Tuesday	January 6, 2026	10:00 a.m
Tuesday	January 20, 2026	10:00 a.m
Tuesday	February 3, 2026	10:00 a.m
Tuesday	February 17, 2026	10:00 a.m
Tuesday	March 3, 2026	10:00 a.m
Tuesday	March 17, 2026	10:00 a.m
Tuesday	April 7, 2026	10:00 a.m
Tuesday	April 14, 2026	10:00 a.m
Tuesday	April 21, 2026	10:00 a.m
Tuesday	April 28, 2026	10:00 a.m
Tuesday	May 5, 2026	10:00 a.m
Tuesday	May 12, 2026	10:00 a.m
Tuesday	May 19, 2026	10:00 a.m
Tuesday	May 26, 2026	10:00 a.m
Tuesday	June 2, 2026	10:00 a.m
Tuesday	June 9, 2026	10:00 a.m
Tuesday	June 16, 2026	10:00 a.m
Friday	June 19, 2026	Event Day
Saturday	June 20, 2026	Event Day
Tuesday	June 23, 2025	4:00 p.m. Debrief/wrap-up

Tillsonburg
TURTLEFEST



AORS
PROMOTING KNOWLEDGE. PURSUING EXCELLENCE.



The Honourable Rob Flack
Minister of Municipal Affairs and Housing
777 Bay Street, 17th Floor
Toronto, ON M5G 2E5

Sent by email

October 3, 2025

Dear Minister Flack,

On behalf of the **Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)** and the **Association of Ontario Road Supervisors (AORS)**, we wish to thank you for introducing and advancing **Bill 9, An Act to amend the City of Toronto Act, 2006 and the Municipal Act, 2001 in relation to codes of conduct**. We appreciate the Province's recognition that municipal elected officials must be held to the highest standards of conduct and that municipal staff deserve workplaces free from harassment and abuse.

While we strongly support the intent of Bill 9, we remain concerned that, as currently drafted, it does not yet provide sufficient protections for municipal employees. In particular, municipal staff continue to lack the same rights afforded to other workers in Ontario, leaving them vulnerable to workplace harassment and retaliation without meaningful recourse.

As AMCTO highlighted in its submission to the Standing Committee on Heritage, Infrastructure and Cultural Policy, and as AORS reinforced during its deputation, we respectfully urge you to consider the following amendments:

1. **Whistleblower Protection** – Staff who report misconduct must be able to do so without fear of reprisal, job loss, or further harassment.
2. **Independent Oversight** – Establish a **provincial Integrity Commissioner panel** to adjudicate egregious cases, ensuring consistency, fairness, and independence from local political pressures.
3. **Threshold for Removal** – If Council is to retain authority, the current requirement for *unanimous support* should be replaced with a more reasonable **two-thirds majority**.
4. **Workplace Discrimination** – Explicitly include discrimination as a Code of Conduct violation, recognizing it as a form of abuse.
5. **Proportional Penalties** – Expand available sanctions to include a more progressive range, including suspension, removal for egregious acts, and ineligibility to re-run for **two terms**, with mandatory disclosure of past removal when seeking office.

6. **Automatic Leave for Criminal Charges** – Any member of council charged with assault should be placed on leave until their case is resolved, and if convicted, be automatically removed from office.
7. **Integrity Commissioner Standards** – Require minimum qualifications, training, and consistency in the role, and provide ICs with clear authority to dismiss frivolous or vexatious complaints.
8. **Duty to Report** – Codify responsibility across councils and staff to report harassment, discrimination, or violence to ensure safe workplaces are everyone's responsibility.

We commend the government for taking steps toward greater accountability for elected officials, but believe that without these amendments, Bill 9 will fall short of its intended purpose. Municipal workplaces must be as safe, respectful, and harassment-free as any other workplace in Ontario.

We remain committed to working with you and your ministry to ensure that the final legislation meaningfully addresses these gaps and provides municipal staff with the protections they need and deserve.

Sincerely,




Danielle Manton, AOMC, Dipl.M.M

President, AMCTO




Karla Musso-Garcia, CET, CRS-I

President, AORS

Cc: Hon. Doug Ford, Premier of Ontario
Patrick Sackville, Chief of Staff to Premier
Hon. Prabmeet Sarkaria, Minister of Transportation
Robin Jones, AMO President
Lori Bolton, President, Ontario Municipal Human Resources Association
John Mattocks, Municipal Law Enforcement Officers Association
Graham Walsh, Municipal Law Departments Association of Ontario
Michael DiLullo, Ontario Municipal Administrators Association
Stella Danos-Papaconstantinou, Ontario Municipal Social Services Association

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 and the Downtown Tillsonburg BIA agree to this Memorandum of Understanding to establish a collaborative partnership.

For additional services such as installing or removing Christmas lights, banners, or other goods, 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 Town's Economic Growth Strategy 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 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 to ensure consistency between Town and BIA strategic objectives.
- 2.11 BIA and Town to review and agree upon capital projects prior to the Town's budget approval by Town Council.

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 in addition to the services 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 a rider in the town's existing insurance policy with Intact Public Entities Company. 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 is 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.

5.0 AMENDMENTS:

Amendments need approval from both parties at the annual September review, with final consent 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 1st, 2026, to December 31st 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 County of Oxford provided for a one-time social impact payment of \$24,070 during the pandemic which created a gap.

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

There is also a need for replacement of missing and damaged BIA-owned assets.

TILLSONBURG BUSINESS IMPROVEMENT AREA (BIA)

By: _____ Date: _____

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 - 29
- 1.2 Glass top tables (36" x 36") - 40, now down to 1
- 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
- 1.6 Hexagon picnic tables - 3, now down to 1
- 1.7 Round black slat aluminum tables - 20
- 1.8 Patio heaters - 5 (in storage)
- 1.9 Nylon black chairs - 20

2.0 SMOKING CONTROL:

- 2.1 Butt stop - stand alone unit - 24, now down to 11
- 2.2 Butt stop - wall mount - 5, now down to 1

3.0 POTS & PLANTERS:

- 3.1 Narrow/tall single planter - 40
- 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
- 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 7' umbrella - 36
- 5.2 9' umbrella - 5, now 0
- 5.3 Umbrella bases - large - 39
- 5.4 Umbrella bases - small - 9

6.0 OFFICE EQUIPMENT:

- 6.1 IT - laptop computers - 2
- 6.2 IT - desktop computers - 2
- 6.3 IT - colour printers - 3
- 6.4 IT - iPhones - 2
- 6.5 IT - label maker - 1
- 6.6 Furniture - tables - 5
- 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
 - 7.1.7 LED snowflake lights - purchased 2023: 36 each
- 7.2 Heritage LED light fixtures circa December 2018:
 - 7.2.1 Contribution to capital cost for procurement differential: (\$11,000 comprised of 70 fixtures)

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 (10)
- 9.2 Wood panels, crossbeams
- 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

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 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*****

REPORT TO TOWN OF TILLSONBURG

Impacts affecting future MOU's

To: Andrea Greenway, Margaret Puhr

From: Mark Renaud, Executive Director DTBIA

RECOMMENDATIONS

- 1) That the report be received as information and that the recommendations contained therein be incorporated into the 2026 Town of Tillsonburg financial plan – Recreation, Parks and Culture Department.

REPORT HIGHLIGHTS

- The existing MOU has proven to be a key success in the high level of care and condition of the downtown core area.
- The existing MOU did not contemplate the severity and increase in social issues.
- Social impacts, largely determined to be of a negative nature, continue to strain the existing resources.
- Dumped household and other waste is at record levels.
- County Operations – waste management, should contribute to the BIA for recovery services – i.e. untagged as well as dumped garbage cannot be left visible.
- The BIA will continue to replace assets using the pooled funds.
- Downtown pedestrian and mall traffic is at record levels.

HISTORICAL CONTEXT

The BIA and the town established a service agreement/Memorandum of Understanding (MOU) to clearly define the respective responsibilities of each party over time.

This MOU has yielded significant benefits for members, tourists, residents, and the broader Tillsonburg business community whereas the BIA can provide these services on a cost-effective and sustainable basis.

Furthermore, the MOU has played a vital role in creating and maintaining an aesthetically appealing and vibrant central business district, which is crucial for attracting new businesses and residents to the area.

DISCUSSION

The BIA deploys a dedicated team that executes the operational component of the MOU daily. The team continues to see an increase in both the number and severity of incidents.

The changing nature of the store and mall mix of tenants has resulted in additional waste from the restaurant sector.

The existing MOU funding is insufficient to meet the ever-increasing burden of social issues, incidences of dumped garbage, climate change – irrigation requirements, and a significant increase in pedestrian traffic in the downtown core/BIA zone area.

IMPACTS NOT ISOLATED NOR UNIQUE TO TILLSONBURG

Communities nationwide are experiencing more downtown-related social challenges impacting safety, commerce, economic growth, and resident satisfaction. There has been a notable rise in unhoused and transient individuals, many facing mental health, addiction, and unemployment issues.

Unless we meet these challenges head-on, the downtown becomes less desirable as a place of commerce.

An unsafe downtown area will be seen as a risk to the community and may cause negative impacts to the function of the area and hence a decrease in economic output. This can be seen in many other communities across Ontario and the country in general terms.

OPERATIONAL DYNAMIC AND RECOVERY

The Business Improvement Area (BIA) routinely addresses concerns reported to the town customer service centre regarding missed waste collection, improper disposal of garbage, presence of needles/sharps, bodily fluids, animal waste, and related issues.

There has been a noticeable rise in household and untagged items being deposited into BIA receptacles. In response, the team is implementing modifications by installing latches and locking mechanisms on existing bins.

Increased incidents of litter and biohazardous materials have been observed among transient populations. Additionally, the number of migrant workers arriving at the Clock

Tower area has grown, with weekly bus arrivals increasing both in frequency and volume; buses now visit two to three times per week.

The BIA team continues to monitor critical areas, particularly the Clock Tower location, which is experiencing substantially higher foot traffic and regular overfilling of waste containers. Furthermore, visitor data indicates record activity at Tillsonburg Town Centre, exceeding 2 million visits in the 2024 calendar year. Changes in tenant composition at the mall are also contributing to additional demands on waste management and overall operations for the BIA team.

The recently installed transit shelters require daily maintenance. In the short time that these new shelters have been in place; there are issues requiring attention including removal of foodstuffs, cigarette butts, household articles, graffiti, residues, etc.

METRICS

The chart below shows the various key operational areas and impacts as have been experienced and recorded to date. Over time, the tracking has become more detailed and more closely monitored.

<u>Item, issue or event:</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025 YTD</u>
Waste collected from BIA-owned receptacles (not including mall)	5,122 <i>14.0 bags per day</i>	5,913 <i>16.2 bags per day</i>	6,701 <i>18.4 bags per day</i>	4,899 <i>21.3 bags per day</i>
Untagged garbage: # of articles	130 <i>Avg of 2.5/week</i>	238 <i>Avg of 4.6/week</i>	227 <i>Avg of 4.4/week</i>	305 <i>Avg of 9.2/week</i>
Abandoned waste of all other types - # of incidents	67	56	101	88
Critical incidents including calls for service to external agencies	3	5	11	27
Vandalism and/or destruction of BIA assets (number of items damaged)	2	7	21	68* *We believe that 4 individuals are responsible.
Dog feces	2	2	3	17* *We believe this is one pet owner.
Sharps, foil, vials, drug paraphernalia	14	15	27	81
Abandoned shopping carts with personal articles	9	18	29	57
Blood, vomit, other bodily fluids	2	3	7	30
Spills requiring scrubbing/power-washing	11	13	20	42

Abandoned waste = construction materials, unbagged items, items not collected by the County contractors, etc. This includes household items, personal effects, car parts, electronics moved from the recycling depot on Bridge St. W., etc.

FINANCIAL IMPACT

The costs being experienced in 2025 exceed the MOU funding as had been negotiated in the existing, current agreement.

The BIA is appreciative of the town's financial commitments with respect to the existing agreements and contributions to the capital program.

Additional staff hours are being deployed to address emergent issues daily.

Also, the BIA is experiencing incremental costs for the repairs, maintenance and/or replacement of various BIA-owned assets due to theft, vandalism and misuse. In some cases, items cannot be repaired and must be replaced. Where economically feasible, more durable items will be procured.

The BIA will continue to fund capital costs including those of asset replacements above which is contemplated/forecasted in the pool of monies that is funded by both parties, on an annual basis.

FORMAL REQUEST TO THE TOWN OF TILLSONBURG

The BIA is asking for an increased contribution by the Town of Tillsonburg which represents 2.9 additional operational staff hours per day or 1058.5 hours per year of staff allocations to ensure that the central core area/BIA zone is kept in excellent condition and that the operational components as agreed to in the MOU are achieved.

The request for annual contributions to the BIA, (to be paid monthly), are as follows for the proposed new agreement:

2026 fiscal year – \$58,959.00 (increase of \$21,840)

2027 fiscal year – \$60,140.00 +2.0% CPI

2028 fiscal year – \$61,340.00 +2.0% CPI

Note: The BIA will be requesting to the County of Oxford, perhaps with the Town of Tillsonburg's assistance and support, considerations of an additional payment as follows:

County Social Services:

An annual contribution of \$4,436.93 towards the remediation of on-site issues resulting from the impacts of the unhoused and transient constituency in the downtown core/BIA area. These funds will be used to address/correct the negative impacts to the downtown environment.

County Waste Services:

An annual payment of \$2,125 towards the removal of untagged and dumped garbage/waste in the central core area. The BIA will dispose of said items.

At present, these costs are incurred by the BIA with no reimbursement by the County of Oxford.

SUMMARY

The Memorandum of Understanding and partnership with the Town of Tillsonburg has been structured for optimal efficiency and delivers substantial value for the investment.

The proposed annual cost per resident for 2026 is \$2.84.

The population calculations were provided by the County of Oxford inter-census forecast of 20,773 residents as of mid-summer 2024.

The BIA team believes this represents a prudent investment to foster an inviting and vibrant central core area, forming a crucial component in the broader economic development framework.

Given the scale of current social issues and their associated cost implications, the revised MOU offers a practical and effective path forward. It will help ensure that the central core area/BIA zone remains both attractive and economically viable, supporting member businesses in achieving ongoing success.



TOWN OF TILLSONBURG

Customer Service Center
10 Lisgar Ave
Tillsonburg ON N4G 5A5
TEL (519) 688-3009

DATE: October 7, 2025

TO: Carlos Reyes, Director of Operations
Amelia Jaggard, Acting Clerk
David Rizzuto, Water/Wastewater Supervisor
Derek Schonewille, Hydro Operations Technologist
Geno Vanhaelewyn, Chief Building Official
Leo Ferreira, Manager of Engineering
Amy Hartley, Development Planner
Scott Tegler, Fire Chief
Cephas Panschow, Development Commissioner
Mark Renaud, BIA Executive Director
Kate Bakos, Museum, Culture, Heritage and Special Awards Advisory Committee
Oxford County Public Works
Oxford County Planning
Enbridge Gas

FROM: Trisha Voth, Development Technician

**RE: Minor Variance Application A04-25, St. Andrew's Presbyterian Church
Lot 877, Part Lot 876, Plan 500, municipally known as 48 Brock Street West, Town
of Tillsonburg, County of Oxford**

Through a previous application for Consent (File B24-40-7 A24-14-7), a minimum lot area of 524.2 m² (5,642.4 ft²) was approved for the lot to be severed. Upon further examination, the Owner confirmed that a minimum lot area of 496.3 m² (1,628.2 ft²) is required.

Therefore, an application has been received requesting the following relief:

1. **Section 12.2 – EC Zone Provisions – Table 12.2A: Zone Provisions – Lot Area, Minimum**, to reduce the minimum required lot area for a corner lot from 555 m² (5,974.2 ft²) to 496.3 m² (5,342.1 ft²) for the parcel to be severed.

In order to assist in making a planning decision, we would appreciate receiving your comments regarding the application on or before **Monday, October 27th, 2025**, as it will be brought before the Committee of Adjustment on **Monday, November 10th, 2025**.

Please submit your comments to planning@tillsonburg.ca. If you have any questions regarding the above application, please contact Amy Hartley, Development Planner at (519) 688-3009, ext. 3204 or ahartley@oxfordcounty.ca.

Regards,

Trisha Voth
Development Technician



FORM 1
PLANNING ACT, 1990
APPLICATION FOR MINOR VARIANCE OR PERMISSION
Town of Tillsonburg Committee of Adjustment
Fee \$1,965.00 (\$3,800.00 - See Note 1 - Page 4)

Building, By-Law &
Planning Services
10 Lisgar Avenue
Tillsonburg ON
N4G 5A7

For Office Use Only

PIN#: _____ ROLL#: _____ FILE: _____

The undersigned hereby applied to the Committee of Adjustment for the Town of Tillsonburg under Section 44 of the Planning Act, 1990, for relief, as described in this application form By-Law No. 3295 (as amended).

Name and Address of Owner		Name and Address of Applicant/Agent (if applicable)	
St. Andrews Presbyterian Church		Tom Graham "Trustee"	
46 Brock St. West		29 Devon Court Tillsonburg	
Postal Code:	Telephone Number:	Postal Code:	Telephone Number:
N4G 2A4	519-842-8665	N4G 4K3	519 983 8153
Email:		Email:	

1. Name and addresses of any mortgagees, holders of charges or other encumbrances:

NONE

2. Nature and extent of relief applied for: To be completed by the applicant. (include By-Law Section if known)

SECT.
12.2

SEVERED LANDS: LOT AREA PROPOSED 496.3 SQ.M.

By-Law Requires 555 SQ.M.

SO 59 SQ.M. MINOR VARIANCE REQUIRED FOR LOT COVERAGE

LOT DEPTH PROPOSED 23.56m By-Law Requires 30m

SO 6.5 meter MINOR VARIANCE REQUIRED FOR LOT DEPTH

RETAINED LANDS: REARYARD PROPOSED 6.30 REQUIRED 12.5 SO REQUIRE 6.3m

For office use only

M.Y.

3. Why is it not possible to comply with the Provision of the By-Law?

VARIANCES ARE REQUIRED DUE TO LOCATION OF EXISTING
BUILDINGS AND SIZE OF EXISTING LOT

4. Legal Description of Subject land:

Lot Number(s) 877 & 878 PT 876 Plan Number or Concession 500

Part Number(s) 1, 2 & 3, 412-10863 Reference Plan Number 412-10863

Street Address (if any) 46 Brock St. West Tillsonburg

The lot is located on the NORTH side of the Street lying between Bidwell Street and
Rolph Street

5. Dimensions of land affected:

Frontage 21.06 Depth (average) 23.56
Area 496.3 sq. m. Width of Street 20.117 m

6. Particulars of all buildings and structures on or proposed for the subject land: (specify ground floor area, gross floor area, number of stories, width, length, height, etc.)

Existing: 1 Dwelling & 1 detached GARAGE "EXISTING"
124.6 sq. m.

Proposed: NONE

7. Location of all buildings and structures on or proposed for the subject land: (specify distance from side, rear and front lot lines as well as lot coverage.) Please include a copy of a survey with all measurements. A copy of a survey/ site plan prepared by an Ontario Land Surveyor or Consulting Engineer must accompany this application with all necessary measurements.

Existing: See ATTACHED SKETCH

Proposed: _____

8. Date of acquisition of subject land: April 23/1930

9. Date of Construction of all buildings and structures on subject land (if known): 75 years +

10. Existing uses of the subject property Residential

11. Existing uses of abutting properties: EXISTING PLACE OF WORSHIP TO EAST: RESIDENTIAL TO NORTH

12. Length of time the existing uses of the subject property have continued: 75 + years

13. Municipal Services available (please check all appropriate boxes)

<input checked="" type="checkbox"/> Water	<input checked="" type="checkbox"/> Connected
<input checked="" type="checkbox"/> Sanitary Sewers	<input checked="" type="checkbox"/> Connected
<input checked="" type="checkbox"/> Storm Sewers	

14. Present Official Plan Provisions applying to the land: ENTREPRENEURIAL DISTRICT

15. Present Zoning by-Law provisions applying to the land: "EC"
ENTREPRENEURIAL Zone

16. Has the owner previously applied for relief in respect of the subject property? ☐ Yes ☒ No

If the answer is yes, describe briefly _____

17. Is the subject property the subject of a current application for consent under Section 53 of the Planning Act, 1990? ☐ Yes ☒ No

THIS SECTION TO BE COMPLETED IN THE PRESENCE OF A COMMISSIONER FOR TAKING AFFIDAVITS

I/We TOM GRAHAM of the TOWN of TILLSONBURG
In the COUNTY of OXFORD.

DO SOLEMNLY DELCIARE THAT: All of the prescribed information contained in the is application is true and that the information contained in the documents that may accompany this application is true and I make the solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath by virtue of the Canada Evidence Act.

DECLARED before me at the TOWN
Of TILLSONBURG in the

COUNTY OF OXFORD

This 10th day of SEPTEMBER 2025

Tom Graham

Owner(s)/Applicant

Owner(s)/Applicant

A. Harry Bennett

A Commissioner for Taking affidavits

For Office use Only

AUTHORIZATION

NOTE: The property owner or the authorized agent must complete the application. Where an agent is making the application, the written authorization of the owner must be completed below. If the application is being made under an agreement of purchase and sale, a copy of the agreement must be attached and will remain confidential.

Authorization of Owner(s) for Applicant/Agent to Make the Application

I/We, _____, am/are the owner(s) of the land that is the subject of this application for site plan and I/we authorize _____, to make this application on my/our behalf.

Signature of Owner(s)

Signature of Owner(s)

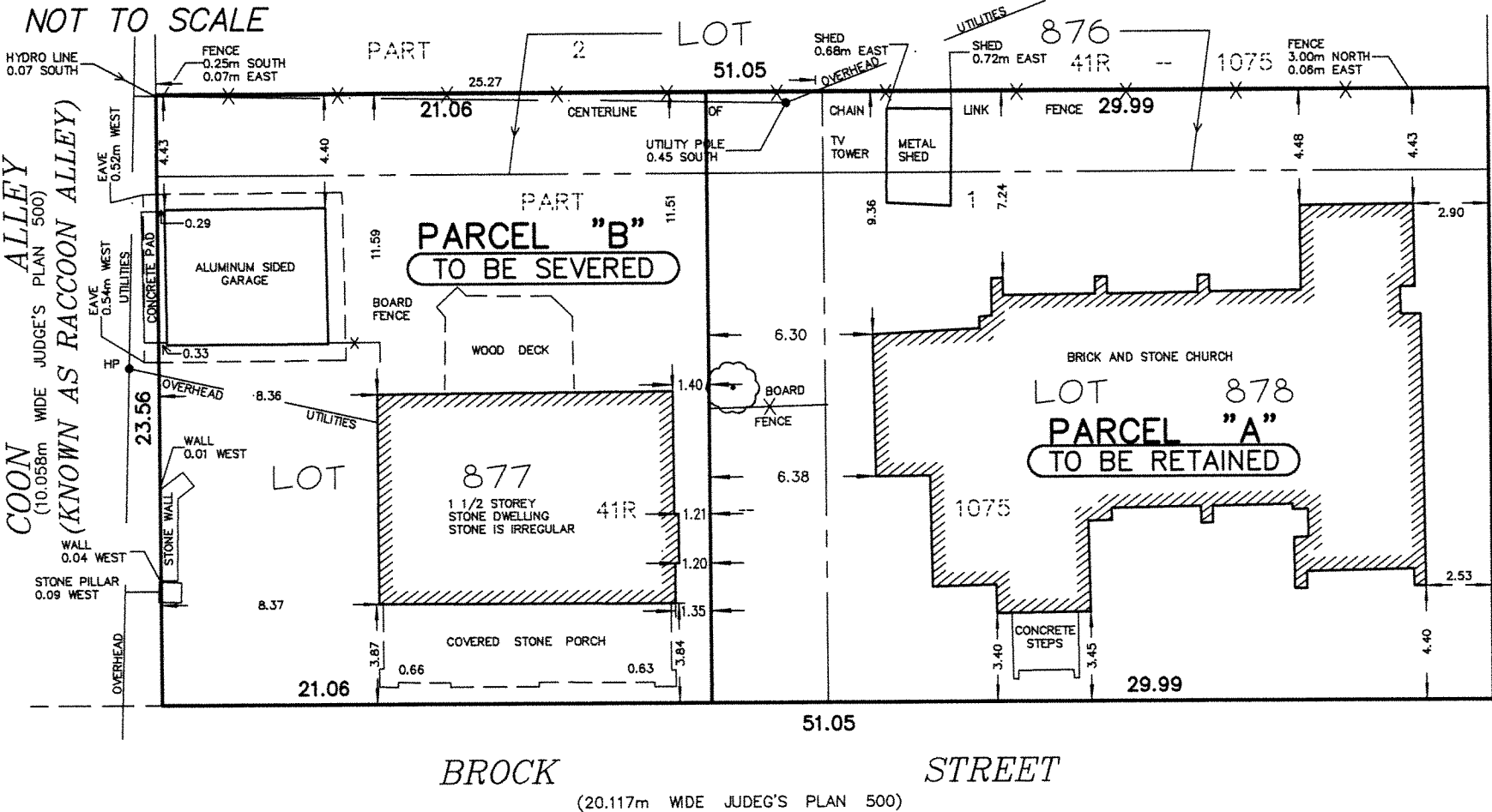
DATED

Notes:

1. It is required that one original copy of this application and all drawings be filed at the Town's Customer Service Centre, accompanied by a fee of \$1,965.00 cash, debit, or cheque made payable to the Town of Tillsonburg. This amount includes the Town's \$1,835.00 fee, as well as the County's \$130.00 public works review fee. Applications after the fact cost a total of \$3,800.00, including the Town's \$3,670.00 fee and the County's \$130.00 public works review fee.

SKETCH

PREPARED ILLUSTRATING PROPOSED SEVERANCE
FOR: ST. ANDREWS CHURCH
NOT TO SCALE



PARCEL "A"
(TO BE RETAINED)
AREA = 706.5 SQ. METRES
AREA OF CHURCH AND SHED = 223.9 SQ. METRES
COVERAGE = 31.7 %

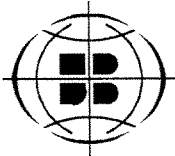
PARCEL "B"
(TO BE SEVERED)
AREA = 496.3 SQ. METRES
AREA OF DWELLING, COVERED PORCH AND GARAGE = 159.1 SQ. METRES
COVERAGE = 32.1 %

PROPERTY DESCRIPTION:
LOTS 877 AND 876
PART OF LOT 876
JUDGE'S PLAN REGISTERED AS PLAN 500
TOWN OF TILLSONBURG
COUNTY OF OXFORD

CAUTION
THIS IS NOT A PLAN OF SURVEY AND SHALL
NOT BE USED EXCEPT FOR THE PURPOSE
INDICATED IN THE TITLE BLOCK

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KIM HUSTED
SURVEYING LTD.
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SURVEYING
MAPPING
GIS

WLP	DRAWN
JGD	CHECKED
DATED: 05/28/25	
Ref. No. 25-53-683-00	

30 Harvey St., Tillsonburg, ON N4G 3J8
T: (519) 842-3638 F: (519) 842-3639 www.jdbarnes.com

MKE 25-03-01

Overview of past Events/Activations

Late Night Shopping (July & August)

Our Late Night Shopping events in July and August aimed to create additional foot traffic downtown and offer extended shopping hours for the community. While overall attendance was lighter than hoped (largely due to the seasonal timing with many people away on vacation or preparing for back-to-school) the participating businesses reported positive experiences in terms of exposure and meeting new customers.

The general feedback from downtown businesses was that the initiative was worthwhile, but the slower traffic during these months was expected given the timing. This feedback informed our decision to take a new approach for the September event.

Gilmore Girls Late Night Shopping (September)

In September, we reimagined Late Night Shopping with a themed event inspired by the popular show *Gilmore Girls*. The late night shopping evening offered a cozy, nostalgic experience downtown and the results were exceptional.

Themed décor, coordinated activities, and active business participation created a buzz that drew a strong turnout and a highly engaged crowd. Feedback from businesses was overwhelmingly positive:

"I'm mind-blown! It was like TurtleFest busy. I had a lineup from 5:30 to 8:10."

"The exposure was well worth staying open late. So many people had no idea our shop or others even existed. It was a great crowd, and they were loving it!"

The success of this event confirmed the value of creative, themed experiences that resonate with the community and encourage exploration of our downtown shops. We plan to build on this momentum for future Late Night Shopping events by continuing with relevant themes and collaborative business involvement.

Can-struction (September)

The Helping Hand Food Bank successfully moved forward with this year's Can-struction display. Two creative structures were built and showcased at Centre Court in the Tillsonburg Town Centre. While more businesses had signed up initially, only a few completed their displays; However, the event still brought positive attention to a great cause and reinforced the spirit of giving back within the community.

Overview of Events/Activations for the remainder of 2025

1. **Eerie Encounters**
2. **Witches Night Out**
3. **Downtown Spooky Town (Attached Encroachment Permit)**
4. **Haunted House**
5. **Seniors Shopping Day**
6. **Late Night Christmas Shopping**
7. **Christmas Parade**
8. **TurtleFest**

Below is a preview of the October events happening in Downtown Tillsonburg, featuring a full weekend of Halloween-themed activities designed to draw visitors, support our businesses, and build community engagement.

We're also pleased to report that we have received **official approval** for both the **Special Event Permit** and **Encroachment Permit** for our *October 25th* event, allowing us to move forward confidently with all planned activities.

Eerie Encounters: October 23-25

Downtown Tillsonburg will host its very first **Ghost Tour**, *Eerie Encounters*, a guided immersive walking tour that brings together real local history with a twist of folklore and paranormal mystery. This one-of-a-kind experience will run for three nights and is expected to attract both residents and visitors interested in the unique stories behind our downtown. Tickets are for sale for \$15 and participants must reserve their spots online.

Special thanks to our volunteer guide, Sarah Kennedy, from Tillsonburg.

Witches Night Out – Late Night Thursday: October 23

This year, our popular Witches Night Out event takes on a new format as a **Late Night Shopping experience** with a themed twist. The event encourages businesses to stay open late and create in-store activities and atmospheres that reflect the magic and mystery of Halloween.

Participating businesses are being encouraged to get creative, examples include tarot readings, potions bars, giveaways, and costume contests. (*Eerie Encounters* and the **Haunted House** will also be active this evening). An after party is also being held at a downtown business for all witches and warlocks to attend!

Last year's *Witches Night Out* event was held at the Tillsonburg Station Arts Centre and catered exclusively to a 19+ audience. While the evening was successful, this format limited broader participation. This year, our goal was to **remove the age restriction** and shift the focus toward **supporting our local small businesses directly**. By hosting the event in-store and throughout the downtown core, each business has the flexibility to participate in a way that aligns with their brand, including the option to invite additional vendors at their own discretion.

Early feedback from businesses has been enthusiastic, with many already preparing unique concepts to attract shoppers and drive traffic downtown. 12 Businesses have signed up to take part.

Downtown Spooky Town: Saturday, October 25 (2PM-5PM)

Our family-friendly **Downtown Spooky Town** returns on Saturday, October 25th. Activities include:

- Downtown Trick-or-Treating (record participation from local businesses)
- Pumpkin Carving Stations (Sobeys)
- Hot Apple Cider (Beres Catering)
- Costume Contests for Kids and Adults (Tillsonburg Town Centre/Helsdon Media)

This event continues to be a well-loved tradition for families in Tillsonburg and surrounding areas, and we anticipate strong turnout.

Haunted House: October 23–25

Back by popular demand, the Downtown Tillsonburg **Haunted House** will run for three days inside the Tillsonburg Town Centre (second floor). Hours of operation:

- **October 23–24:** 5:00 PM – 9:30 PM
- **October 25:** 2:00 PM – 5:00 PM (Family-Friendly), 5:00 PM – 9:30 PM (Full Scare)

Admission is \$2 or a non-perishable food item, with all proceeds going to the **Helping Hand Food Bank**.

Special thanks to **Coffinman Inc, Barkhouse Productions**, and the entire volunteer haunt team who work tirelessly to make this attraction a standout feature of the Halloween season.

Proposed: Seniors' Holiday Shopping Event

We are exploring the launch of a **Seniors' Holiday Shopping Event** aimed at creating a relaxed, enjoyable holiday experience for seniors in our community. The event is proposed for a **Sunday or Monday afternoon in late November or early December**.

Event Highlights:

- **Personal shopping assistance** for holiday gifts
- **Complimentary gift wrapping stations**
- **Seasonal treats, tea, and refreshments**
- **Transportation support** via The Multi-Service Centre and T:Go Transit

We are currently gauging **business interest and participation**. The goal is to provide a welcoming, inclusive experience for seniors while driving traffic to downtown retailers during off-peak times.

Late Night Holiday Shopping

Our popular **Late Night Shopping** initiative returns this season with an extended campaign:

- **Dates:** Every **Thursday evening from November 20 to December 18** (5 consecutive weeks)
- **Objective:** Encourage extended shopping hours to accommodate holiday shoppers and increase foot traffic in the downtown core
- **Theme:** Holiday ambiance, decorations, and festive in-store experiences

Participating businesses will benefit from coordinated promotion, increased visibility, and community engagement.

Community Engagement: Annual Christmas Parade Support

In collaboration with the **Tillsonburg & Area Optimist Club**, the BIA is assisting with the **Annual Christmas Parade**:

- **Date:** **Friday, November 15 at 6:00 PM**
- **Volunteer Opportunity:** We are seeking businesses to help **staff parade barricades** (30+ locations).
- **Visibility Perk:** Each participating business will receive:
 - A **“Barricade Sponsored By [Your Business]”** sign at their post
 - Recognition on the **BIA website** and **social media**
 - The opportunity to **dress festively** and engage with the community during the parade.

Any board members interested in helping on this day, please contact v.fortner@tillsonburgbia.ca

TurtleFest 2026

Date: June 19 & 20 (Fathers Day Weekend)

The TurtleFest Organizing Committee is back in action! We’ve resumed monthly meetings and are excited to begin planning for next year’s festival. A few of our sub-committees have seen changes, with some new faces joining and others moving on to new opportunities.

Our updated sponsorship package for 2026 is nearly complete and will be ready to share with the community following a final review on **October 7, 2025**.

Newsletter Update

On **August 1st**, we proudly launched the first issue of our newly enhanced monthly newsletter, ***Downtown Dispatch***. This refreshed communication tool is part of our ongoing commitment to transparency, engagement, and better connection with our downtown membership. Regular sections featured in each issue include (but are not limited to):

- **Business Spotlight** – Highlighting a local business and their unique story or services
- **Boardroom Brief** – Key takeaways and updates from recent BIA Board meetings
- **Need to Know** – Essential information such as deadlines, bylaw updates, or town-related notices, grant/deadline Info, ticket sales or registration notices, etc.
- **Tools & Resources** – Useful links, downloadable materials, and support available
- **Events & Excitement** – Upcoming downtown events, promotions, and community initiatives
- **Downtown Tips** – Practical advice and best practices for small business success
- **Community Corner** – Shining a light on collaborations, community organizations, and other local highlights

Board Engagement Feature

To help build transparency, build stronger relationships with our members, and increase awareness of the BIA Board's role, *Downtown Dispatch* includes a recurring, engaging feature that spotlights our board members. This section will highlight the people behind the scenes who are helping guide and support our downtown's growth.

Each month, we would like one board member to be featured with a brief Q&A-style bio, answering the following:

1. **A short bio** – Your name, role on the board, and a bit about your professional background or business.
2. **What inspired you to join the BIA board?**
3. **What do you hope to contribute during your time on the board (or as Vice Chair, if applicable)?**

This initiative will give members insight into the leadership team, strengthen trust, and highlight the collaborative spirit that drives the BIA forward.

Action Required:

When you have a moment, please send me your responses to the three questions above. Your participation is appreciated and helps us continue building a stronger, more connected downtown community. (v.fortner@tillsonburgbia.ca)

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

THE TOWN OF TILLSONBURG ENCROACHMENT PERMIT (SE-004)

For Office Use Only
Permit No.
948-2546-2025

1. Applicant Information

Applicant Name: Vanessa Fortner		Applicant Company: Downtown Tillsonburg BIA
Mailing Address: 164 Broadway		Applicant is the Owner: No Owner Name: Mark Renaud
City, Town, Village: Tillsonburg	Province: ON	Postal Code: N4G5A8
Telephone No.: +15194036378	Fax No.:	E-mail: v.fortner@tillsonburgbia.ca

2. Proposed Activity Information

Application is to: Special Event

Description: Downtown Halloween

Start Date: 25-Oct-2025 End Date: 25-Oct-2025

Start Time: 2:00PM End Time: 5:00PM

3. Description of Activity

Location on Road: Other

Activity Location: Bridge to Oxford/Baldwin

Location Description: Bridge Street to Oxford/Baldwin

Activity to Occupy: Sidewalk

Check all items that may be affected by the activity: None

4. Required Prior to Approval

- Liability Insurance Certificate of \$2,000,000 (\$5,000,000 for Special Events) minimum coverage naming the Town as an additional insured.
- WSIB Clearance Certificate. (Not required for Special Events or Applications from Individuals)
- Sketch/drawing of proposed activity.
- Traffic Control Plan illustrating appropriate lane closures, detours, etc. for review and comment only, not for approval. (Not required for Special Events)
- Municipal Consent Drawings. (Required only for utility companies)

Note: Encroachment Permits will not be processed until all of the above items are submitted at time of application


5. Declaration of Applicant

I/We hereby make application to occupy the designated space for the purpose described above and agree to abide by the terms and conditions established in this application. I/We agree to assume all liability and/or costs incurred by the Town as a result of occupying the designated space and to indemnify and save harmless the Town until final inspection approval of the activity. I/We understand that the issue of a permit by the Town does not relieve the responsibility of complying with all relevant legislation and municipal by-laws.

Signature of Applicant: **Electronic Declaration Made via Webform at time of Application**

6. Application Approval (for office use only)

Approval Status	Signature	Date
-----------------	-----------	------

Approved with Conditions		21-Aug-2025
--------------------------	---	-------------

Permit Valid for 90 Days After the Approval Date

7. Notification (for office use only)

Application returned via: Email to Date: 21-Aug-2025 By: Carrie Hill

8. Final Inspection Approval (for office use only)

Approval Status	Signature	Date

9. General Conditions of Approval

1. No person shall close, construct, encumber, occupy, excavate, or maintain any kind of encroachment in, on, over, or under a highway or public lands without first obtaining a valid Encroachment Permit in accordance with By-law 4019.
2. The application must be in the name of the person or persons performing the activity and not in the name of an agent or utility for whom he/she is acting. The Applicant must indicate the intended starting date and duration of occupancy at least seven (7) business days prior to commencing the activity described in the application. The Town requires 48 hours notification before commencement of the authorized activity.
3. The Applicant shall strictly adhere to the conditions set out in By-law 4019 and any other special conditions set out in this application. Any breach thereof is considered to be non-compliance and may result in a revocation or termination of the Encroachment Permit. The Manager of Engineering or their designate may then take actions deemed necessary to reinstate the encroachment for public safety at the Applicants expense.
4. The Applicant shall obtain all other necessary agency permits and approvals required (i.e. County of Oxford, MOECC, MNR, LPRCA, Ministry of Labour, Building Permits, etc.) and comply with any applicable provincial legislation. Proof of such permits and approvals shall be provided if requested by the Town prior to issuing the Encroachment Permit;
5. The Applicant shall request all marking or other location information to determine the location and provide safeguards for all utilities, both public and private, in accordance with current regulations.
6. The Applicant shall release, indemnify and save harmless the Town, its councillors, directors, officers, employees, agents, consultants, contractors, assigns, and any others for whom the Town is at law responsible from and against any and all claims, demands, losses, expenses, costs, including but not limited to reasonable legal fees, damages, actions, suits or proceedings, or any other liabilities which may at any time or from time to time be asserted against, imposed upon or incurred by the Town as a consequence of or in connection with the encroachment, the maintenance of the encroachment, or any other matter relating to the encroachment.
7. The Encroachment Permit shall be available for inspection at all times during which the activity is in progress.
8. The Applicant shall keep the encroachment in a state of good repair. In the event that the Applicant fails or neglects to keep the encroachment in a state of good repair, the Manager of Engineering may provide notice to the Applicant of any deficiency on the encroachment and request that such deficiencies be rectified. If the notice is not complied with within two (2) business days from the date that the notice was sent, or such other time as may be mutually agreed upon by the Town and Applicant the Encroachment Permit may be revoked. Notwithstanding the foregoing the Town may immediately remove any item on public property deemed to constitute a safety hazard. All costs incurred by the Town to remove the encroachment shall be recovered from the Applicant.
9. The Applicant shall assume all maintenance and liability for temporary repairs until such time as permanent repairs are completed for the activity described in this application to the satisfaction of the Town.
10. All damage, disruption, or removal of existing infrastructure as described in this application, and all damages related to the activity shall be reinstated to the satisfaction of the Town. Failure to reinstate the affected areas will result in the Town performing the required repairs at the Applicants expense.
11. The Applicant shall provide and maintain all signs, barricades, traffic control devices, traffic control persons, or other persons and equipment as required by the Occupational Health and Safety Act, Ministry of Transportation guidelines, and to the satisfaction of the Town, at the location of encroachment, prior to commencement of the activity at the sole responsibility and cost of the Applicant, save and except Special Events.
12. The Applicant shall provide and maintain a reasonable temporary alternative route or detour for traffic and pedestrians where a highway or public lands is closed or partially occupied, to the satisfaction of the Town and all at the cost of the Applicant, save and except Special Events.

13. The Applicant shall maintain access to all public and private properties for the duration of the activity. The Applicant shall provide written notice 48 hours in advance to affected property owners of when the activity is to commence and/or if a highway closure is to be undertaken.
14. The Applicant shall not store excavated material in such a manner as to obstruct pedestrian or vehicular traffic or to be placed near a catch basin such that the material may enter the sewer. Frozen or organic material, clay in a fluid state, silt or mud shall be excluded from backfill. This may require that all excavated material be replaced with granular material. Backfill material shall be compacted in layers not exceeding 300 millimetres.
15. The Applicant shall notify the Manager of Engineering at least 24 hours in advance of any additional time required and the reason for an extension, when conditions or unforeseen difficulties require a longer period for completion than indicated on the Encroachment Permit. Notwithstanding the forgoing the Encroachment Permit expires ninety (90) days following approval and a new permit will be required.

ADDITIONAL CONDITIONS

- Subject to approval of Special Events Permit
- Building & Fire Services must be consulted regarding the haunted house setup and an inspection will be required.

ATTACHED DOCUMENTS

CHILLS & THRILLS

IT'S A WICKED WEEKEND

BROUGHT TO
YOU BY

DOWNTOWN
TILLSONBURG
eat. shop. live. explore.

23-25 OCTOBER, 2025

5PM
-
9:30PM

Thursday, Oct 23

Haunted House
Eerie Encounters
Witches Night Out

5PM
-
9:30PM

Friday, Oct 24

Haunted House
Eerie Encounters

2PM
-
9:30PM

Saturday, Oct 25

Haunted House (Kid friendly 2PM-5PM)
Eerie Encounters

DOWNTOWN SPOOKY TOWN (2PM-5PM)

Trick-or-Treating

Scavenger Hunt

Pumpkin Carving

Apple Cider

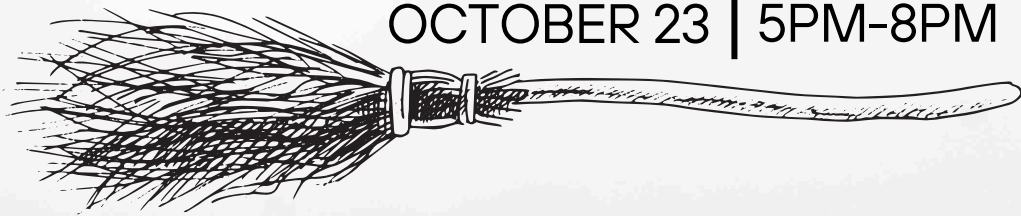
Costume Contest And More!

📍 Located throughout Downtown Tillsonburg
Learn more at www.downtowntillsonburg.com/halloween



Witches Night Out

OCTOBER 23 | 5PM-8PM



Enjoy a magical evening of shopping, sipping, and spooky fun.
Select businesses will offer extended hours for you to shop,
dine & get in the halloween spirit.



COFFIN MAN INC.
BRINGING DEAD THINGS TO LIFE SINCE 1994

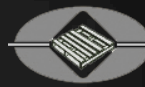
STACY HANCE

DOWNTOWN
TILLSONBURG

eat. shop. live. explore.

BARKHOUSE PRODUCTIONS

**13
30**
MEDIA



**Oxford Pallet
& Recyclers Ltd.**
EST. 1990

TILLSONBURG
TOWN CENTRE

Your Community Shopping Centre



HAUNTED HOUSE

OCTOBER 23 & 24 | 5PM - 9:30PM
OCTOBER 25 | 2PM-5PM (KIDS) | 5-9:30PM
2ND FLOOR OF THE TILLSONBURG TOWN CENTRE
\$2 OR A FOOD DONATION

LEARN MORE AT WWW.DOWNTOWNTILLSONBURG.COM/HALLOWEEN

2026 SPONSORSHIP PACKAGE

Tillsonburg TURTLEFEST





JUNE 19 & 20

Welcome to the Shell-ebration of the Year!

Becoming a TurtleFest sponsor means more than just brand visibility, it's about making a lasting impact. Your support helps our community thrive and ensures TurtleFest continues to be a beloved Tillsonburg tradition. Together, we will build meaningful moments that bring our community closer. Your contribution helps make TurtleFest the event everyone talks about *(and looks forward to)* year after year!

CONTACT US:

 226-970-7005

 WWW.TURTLEFEST.CA

 INFO@TURTLEFEST.CA

SPONSORSHIP LEVELS

DIAMOND

\$10,000 +

- ✓ Everything within "PLATINUM" package
- ✓ End to end recognition on Broadway
- ✓ Featured in radio advertising
- ✓ Customized news paper article

PLATINUM

\$5,000 +

- ✓ Everything within "GOLD" package
- ✓ Prominent logo placement on festival grounds and in media (PRINT + DIGITAL)
- ✓ Additional signage assets (such as feather flag, banners, etc. dependant on item sponsored).
- ✓ Business spotlight in one pre-event newsletter/press release
- ✓ Verbal recognition on stage

GOLD

\$2,500 +

- ✓ Everything within "SILVER" package
- ✓ Website recognition
- ✓ Dedicated social media post with business tag
- ✓ Option to have booth at event
- ✓ Logo placed on on-site signage

SILVER

\$1,000 +

- ✓ Website recognition
- ✓ On-site (written) signage at event
- ✓ Social media mention in group post

COMMUNITY SHELL-EBRITIES

IF A SET SPONSORSHIP LEVEL ISN'T THE RIGHT FIT, WE WELCOME GENERAL DONATIONS OF ANY AMOUNT. THESE CONTRIBUTIONS HELP COVER ESSENTIAL FESTIVAL COSTS LIKE INSURANCE, SECURITY, PERMITS, AND LOGISTICS, ENSURING TURTLEFEST REMAINS A SAFE, FUN, AND ACCESSIBLE EVENT FOR ALL. EVERY DOLLAR MAKES A DIFFERENCE AND SUPPORTS THE HEART OF OUR COMMUNITY CELEBRATION.

DIAMOND

FESTIVAL SPONSOR	CONTACT US
HEADLINER	\$10,000

*** If you choose to sponsor multiple "items" you will receive proper recognition in accordance with corresponding monetary value ***

PLATINUM

MAIN STAGE ENTERTAINMENT	\$5,000
INDEPENDENT PRO WRESTLING	CONTACT US
YOUNG ENTREPRENEUR ALLEY	\$5,000
STRONG MAN COMPETITION	\$5,000

GOLD

IMAGINATION STATION (INCLUDES CRAYON INFLATABLE)	\$3,000
REPTILIA EXHIBIT & SHOWS - 3 SHOWS (1PM, 3PM, 5PM) + EXHIBIT 12PM-8PM	\$3,000
BATMAN & BATMOBILE (NEW)	\$3,000
GREEN STREET (NEW)	\$
COMFORT STATIONS	\$3,500
TIM BURR LUMBERJACK SHOW (NEW) *TWO - 30 MINUTE SHOWS*	\$2,500
THE 360 BOOTH	\$2,500
PETTING ZOO - 12:00PM - 7:00PM	\$2,500
CARVER KINGS	\$2,500
TURTLE PUPPETEER/STILT WALKING CHEF *TWO - 30 MIN SHOWS*	\$2,500

SILVER

FIRE GUY *30 MINUTE EVENING SHOW*		\$2,000	
ZOE STARDUST - KIDS BUBBLE SHOW (NEW) *Two - 30 MIN SHOWS*		\$2,000	
VOLUNTEER T-SHIRTS	\$1,000	TURTLE BOUNCER	\$2,000
WRECKING BALL	\$1,500	RAINBOW SLIDE	\$1,500
CARTOON BOB - CARICATURES	\$1,500	DINO BOUNCY HOUSE	\$1,000
GOLDEN HARPS STEEL BAND (NEW)	\$1,500	SHOOT FOR THE STARS BASKETBALL	\$1,000
PRINCESS PALACE	\$1,500	DOUBLE LANE OBSTACLE	\$1,500

COMMUNITY SHELL-EBRITIES

GIANT GLOW STICKS WITH LOGO	\$750	COMMUNITY GRATITUDE SPONSOR - \$500 HELPS PROVIDE SMALL TOKENS OF THANKS FOR THOSE WHO DONATE TO THE FOOD BANK DURING TURTLEFEST.
FESTIVAL SWAG	CONTACT US	

SPONSORSHIP AGREEMENT

YES, I WANT TO SPONSOR TURTLEFEST 2026!

Please complete and return this form back to the TurtleFest Committee. All cheques must be made payable to "Tillsonburg TurtleFest". For more information, text or call 226-970-7005 or send an email to info@turtlefest.ca

GENERAL INFORMATION

Name	
Email	
Phone Number	
Company/Organization	
Address	

SPONSORSHIP COMMITMENT

Sponsor Level	(ie. platinum, gold, etc.)
Sponsorship Amount	\$
I would like to sponsor	(What activity have you chosen to sponsor?)
Balance Owing	

BALANCE DUE APRIL 30TH 2026

SIGN & DATE

Sponsor Signature	
Date (DD/MM/YYYY)	
TurtleFest Committee Member Signature	

TURTLEFEST WILL BE HELD RAIN OR SHINE

*All activities, events & performances are subject to schedule changes during event operating hours

BLOCK PARTY - BROADWAY FROM BRIDGE STREET TO BALDWIN STREET



Downtown Tillsonburg Business Improvement Area

AGENDA – OPEN SESSION

Special Meeting - Board of Management

Monday, October 20th, 2025

4:00 pm 10-164 Broadway, Tillsonburg Web link - <https://us02web.zoom.us/j/4147170612>

1. CALL TO ORDER AT: _____

Quorum: TBD.

Members present:

Staff present:

2. MOTION TO ADOPT THE AGENDA

Moved by: M. Bossy

Seconded by: H. Vallee

THAT the agenda for the Special Board of Management meeting of October 20th, 2025; hereby be adopted.

3. DISCLOSURE OF PECUNIARY INTEREST

4. CLOSED SESSION

MOTION

Moved by: W. Cameron

Seconded by: B. Parsons

THAT the Board of Management moves into CLOSED SESSION for the purposes of:

239 (2)(b) Personal matters about an identifiable individual, including municipal or local board employees;

- Review of an allegation of harassment reported to the Board of Management and HR committee (historical context).
- Examination of the related HR investigation, including analysis of documentation and timelines.
- Review of findings and examination of all issues concerning a request under 239(3)(a) as outlined below.

239(3)(a) A request under MFIPPA;

- Review of an FOI request assigned as #2025-009 – Town of Tillsonburg.
- Discussion of historical handling of MFIPPA requests.
- Discussion of historical issues relating to former board members and FOI requests.

Note: Staff to record any direction(s) received by the Board of Management. Said direction to be approved in Open Session.

5. ITEMS RESULTING FROM CLOSED SESSION

MOTION

Moved By: W. Cameron

Seconded By: M. Bossy

THAT the recommendations from Closed Session; including actions recommended in report ED-FOI 2025-009; and actions recommended in report ED-HR 2025-10-02 and matters relating to the MFIPPA request; hereby be adopted.

6. CONFIRMATION OF PROCEEDINGS

MOTION

Moved by: B. Parsons

Seconded by: H. Vallee



THAT resolution 2025-010-0 to Confirm the Proceedings of the Special Board of Management meeting held on 20 October 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.

7. ITEMS OF PUBLIC INTEREST

8. ADJOURNMENT

MOTION

Moved by: B. Parsons

Seconded by: W. Cameron

THAT the Special Board of Management meeting of October 20th, 2025, hereby be adjourned at _____ p.m.