DOWNTOWN TILLSONBURG Business Improvement Area

Board of Management Meeting

AGENDA – OPEN SESSION

Wednesday, September 30th, 2026

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: B. Parsons Seconded by: J. Young

THAT the agenda for the Board of Management meeting of September 30th, 2026, hereby be adopted.

2. **DISCLOSURE OF PECUNIARY INTEREST**

3. **ADOPTION OF MINUTES**

Moved by: K. Englander Seconded by: E. Odorjan

THAT the MINUTES as prepared for the Board of Management meeting of July 22nd, 2026, hereby be adopted.

4. **CLOSED SESSION**

MOTION

Moved by: D. Tosto 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

1) Discussion of applications received for vacant positions on the Board of Management.
2) Discussion of team member job performance.

239 2(c) Proposed land acquisition or disposal

Update on the additional space requirements for the organization including accessibility improvements, additional storage and expansion of the business incubation centre.

NOTE RETURN TO OPEN SESSION FROM CLOSED SESSION: _____ a.m.

5. PUBLIC MEETINGS/PLANNING APPLICATIONS(S)

5.1.1 11 WESTTOWN LINE - TILLSONBURG

Staff received a planning notice from the County planning department regarding the development of a new commercial/retail development which includes a new grocery store of approximately 26,000 sq. ft. along with 2 buildings identified as Building – A and Buildings B + C which represent another 18,400 sq. ft. of retail space, with building B shown with a proposed drive-through. This development is outside of the existing BIA zone however this will have an impact to the existing C1 commercial zone particularly with reference to the new grocery store which will compete directly with Coward's Pharmacy, Walmart and METRO. Staff read the developer's retail study document from Tate which contained omissions relative to the Walmart grocery component which represents substantially retail capacity.

MOTION

Moved by: D. Tosto Seconded by: B. Parsons

THAT the Board of Management conditionally approves the Maverick Developments application for 11 Westtown Line, subject to the following conditions:

- **Grocery Store Size:** The grocery store component must strictly adhere to the size and scope specified in the original application – 26,000 sq. ft.

- **Prohibited Tenants:** Buildings "B" and "C" may not include financial institutions, The Beer Store or LCBO retail stores.
- **Big-Box Retail:** Large-format retail proposals will be reviewed individually by the BIA. Approval is contingent on the developer providing financial support to the BIA for C1 commercial zone promotion, matching the precedent contributions established by 678-680 Broadway (Rock Developments – Sobey's) and 671 Broadway (Kermar Holdings Inc.).
- **Downtown C1 Restricted Uses:** Uses typically designated and reserved for the C1 Downtown Commercial Retail Node will be evaluated for approval on a case-by-case basis and will require a developer financial contribution to the BIA consistent with the precedents noted above as illustrated for 671, 678, and 680 Broadway.

5.1.2 GIANT TIGER – NORFOLK MALL

Since the receipt of the 11 Westtown Line OPA and ZC application; staff have been made aware of the impending opening of Giant Tiger at the Norfolk Mall. This is yet another commercial development outside of the C1 retail node that will have an impact on the downtown and has not been considered in the existing Tate retail analysis report that accompanied the 11 Westtown Line application.

The board may wish to provide a formal comment to the County Planning Dept.

6. STAFF REPORTS

6.1.1 EXECUTIVE DIRECTOR REPORT

The team continues to invest in those activities, meetings, community events and activities that further bolster the image, reputation and efficacy of the BIA and our mandate under the Municipal Act.

Please see the attached ED report – SEPTEMBER 2026 ED UPDATE.

6.1.2 TURTLEFEST

Planning for the 2027 event has commenced.

Following the board's direction; the committee will operate as an ad-hoc sub-committee of the BIA.

The committee structure as proposed is presented to the Board of Management for review and approval.

Governance & Reporting

The Committee operates under the authority of the Board of Management (BOM), which maintains final approval over the Committee's annual financial plan and budget. Integrating the Committee as a formal sub-committee of the DTBIA streamlines overall governance, eliminating the need for a Memorandum of Understanding (MOU).

Funding & Operations

Under the service agreement, the TurtleFest Organizing Committee (TOC) will provide the DTBIA with an annual payment, recommended at $20,000 for the 2027 festival year. The hybrid Committee is composed of representatives from both the DTBIA team and the broader community.

Compliance & Financial Oversight

The Committee must adhere to all organizational policies and procedures. In compliance with the Ontario Municipal Act, Committee expenses are fully audited. All revenues, expenses, and assets—including those associated with TurtleFest—are consolidated within the DTBIA financial statements and subsequently incorporated into the Town of Tillsonburg's financial reporting.

MOTION

Moved by: D. Tosto Seconded by: B. Parsons

THAT the TurtleFest committee structure including the "terms of reference" and operating parameters as presented in the staff report and TOR document hereby be adopted.

6.1.3 BIA BOUNDARY EXPANSION WORKING GROUP

Staff recommends that the BOM establish a working group or small ad-hoc committee to do some background work and analysis as well as communications planning for a proposed BIA boundary expansion process including recommendations for how this group does it's work.

The ED can coordinate the necessary resources with the Development Commissioner, Town of Tillsonburg Engineering Department and other stakeholders.

7. FINANCE

7.1.1 SPOT AUDIT – STATUS UPDATE AND REVIEW

Board members and the financial analyst regularly request random items for review, including printed cheque images (which are uploaded to transaction files post-clearing). The audit process verifies that income, expenses, and HST designations strictly follow the approved Chart of Accounts in QuickBooks Online, supported by proper back-up documentation. The Board Chair and ED have reviewed and approved this workflow. Please see the attached new internal audit form for reference.

7.1.2 YTD FINANCIAL RESULTS AND SURPLUS PROJECTION

See the attached staff report. This document is subject to further reconciliation and adjustment and is unaudited. Staff is still awaiting the back-up documentation for the town payment received on 27 August 2026 to complete the necessary, remaining journal entries.

7.1.3 BANKING RFP

The Treasurer and ED met on Monday, September 7th, 2026, to review several financial items including discussion of a potential RFP for banking services. Staff seeks guidance and direction from the Board of Management regarding next steps. The BOM may consider an RFP.

7.1.4 TURTLEFEST ORGANIZING COMMITTEE – 2027 BUDGET

As a reminder, the Executive Director also serves as Chair of the TOC, overseeing the development of the TOC budget in consultation with the committee and for final review by the BOM. The attached 2027 TOC financial plan presents a balanced budget, which includes a $5,000 reserve allocation for future festivals and a $5,000 contingency fund for unexpected expenses for a total of $10,000. Building on the strong financial performance of the past two festival years, this plan provides a predictable, realistic, and achievable path forward. Key assumptions are grounded in proven revenue strategies, sustained vendor demand, the continued success of popular attractions like "Food Truck Fairway" and "Young Entrepreneur Alley," and a dependable corporate sponsorship base.

MOTION

Moved by: E. Odorjan Seconded by: K. Englander

THAT the 2027 TurtleFest Organizing Committee budget as presented hereby be approved and adopted.

7.1.5

7.1.6 FINANCIAL UPDATE – CASH FLOW

Note for Board Review: All listed items represent confirmed receivables currently in processing.

DESCRIPTION / ITEM	DETAILS / SCHEDULE	AMOUNT (CAD)
HST YTD Rebate	FY2026 YTD (Includes TurtleFest; expected to be received in FY2027)	$10,881.75
Canada Summer Jobs	Final payment	$3,945.00
Employment Ontario Programs	Funded through the Tillsonburg Multi-Service Centre	$1,140.00
Monthly Base Levy	October levy payment	$20,006.67
Monthly MOU Funding	October MOU payment	$5,062.71
Truck Sponsorships	Outstanding receivables	$3,500.00
Contracted Services	Outstanding receivables	$1,350.00
Total Outstanding Cashflows / Receivables		**$45,836.13**

Thank you to Chair Bossy for championing the recent levy payment policy change which was subsequently supported by staff and approved by town council at the August town council meeting.

As a result, the DTBIA now receives its annual levy via monthly disbursements (on or around the 1st of the month) rather than quarterly in arrears.

8.0 GOVERNANCE

8.1.1 BOARD APPLICATIONS

The board may consider filling vacancies subject to review and recommendations from the HR sub-committee and subsequent consideration and appointment by Town Council.

If so, the BOM may consider passing a resolution at today's meeting to provide the Clerk's Office with direction, if necessary and/or prudent.

8.1.2 PROPOSED ACCEPTABLE USE OF ARTIFICIAL INTELLIGENCE (AI) POLICY

Staff have researched best practices with respect to the use of AI in the workplace and the effects on the BIA organization. The ED contacted the Office of Ombudsman, the ED of the OBIAA as well as undertaking research including the Auditor General Ontario's office regarding AI policy adoption. Please see the attached board report with extracts from the Auditor General's review of provincial policies and oversight with context of the public sector including municipal oversight. The ED met with the Chair of the HR Committee and Board Chair to review the proposed policy on 24 September. The team has provided the following draft AUAI Policy for consideration by the Board of Management for adoption.

MOTION

THAT the Board of Management approves Policy Number GOV-2026-02, titled "Acceptable Use of Artificial Intelligence (AI) Policy," effective October 1, 2026;

AND THAT the Board acknowledges the policy was compiled from detailed research, finalized by Downtown Tillsonburg BIA (DTBIA) personnel, and peer-reviewed by the Ontario Business Improvement Area Association (OBIAA);

AND FURTHER THAT the development of this policy incorporated references, guidance, and data from the Association of Municipal Clerks and Treasurers of Ontario (AMCTO) and strictly complies with the requirements of the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).

9.0 FAÇADE IMPROVEMENT PROGRAM – STATUS UPDATE

The Façade Improvement Program (FIP) Committee met on Wednesday, September 9, 2026, to review an application received for 95 Broadway, Tillsonburg. Funding for this proposed project would be drawn from the residual FIP allocation—currently in the care and control of the Town of Tillsonburg—totaling $15,989. Upon cursory evaluation, the committee determined that the application does not meet the necessary program criteria in its current form. As a next step, T. Voth and/or the Executive Director will meet with the applicant to review the program requirements and outline the essential components needed for future consideration.

Key Action Item & Policy Context:

A critical priority moving forward is the comprehensive review and updating of the FIP guiding policies. Previous program cycles highlighted ambiguities and operational gaps that led to inconsistent evaluations and confusion for applicants. Establishing clear, modernized, and unambiguous guidelines is essential to ensure transparency, protect municipal funds, and streamline the evaluation process for future applicant success.

10.0 MARKETING

10.1.1 MARKETING REPORTS AND UPDATE

The marketing team will review the monthly reports including the social media metrics, events and activations calendar, departmental priorities and the proposed Downtown Achievement Awards (6 proposed categories/awards).

The marketing team would like to work with the town on streamlining the processes and fees that are mandated to execute events in the downtown core to maximize efficiencies and reduce costs. The mandate of the BIA is to promote, activate town-owned lands and beautify municipal properties beyond which is provided by the municipality in general terms.

MOTION

Moved by: E. Odorjan Seconded by: K. Englander

THAT the marketing reports be received as information and that the proposed categories and process for the reintroduction of the Downtown Achievement Awards be approved.

MOTION

Moved by: B. Parsons Seconded by: J. Young

WHEREAS the Downtown Tillsonburg BIA requests that the Town of Tillsonburg exempt BIA-zone events from all municipal fees and charges;

BE IT RESOLVED THAT the Town implement a streamlined policy and procedure to simplify the approval and execution of these community activities.

MOTION

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

WHEREAS it is essential that the marketing team receives clear operational direction and strategic alignment prior to finalizing the upcoming operational budget and campaign strategies;

NOW THEREFORE BE IT RESOLVED:

THAT the Board of Management of the DTBIA hereby directs standard strategic clarification and guidance be provided to the marketing team regarding the core priorities, key performance indicators, and strategic expectations for the 2027 operational year.

11.0 COMMUNITY PROJECTS

11.1.1 INTERCOMMUNITY TRANSIT – NEW SERVICE

Please see the comprehensive update as contained in the ED's report.

12.0 CAPITAL PROJECT UPDATE & EQUIPMENT PURCHASE UPDATE

12.1.1 YTD ANALYSIS

The following items have been purchased in FY2026: additional seating elements – blue composite resin chairs for activations, TurtleFest operations, and replacements for damaged assets (qty = 40), new multi-fuel generator; new colour copier; new iMac desktops (2 units), additional street furniture including umbrellas, with associated hardware including new waste receptacle locks, miscellaneous tools, paint, etc.

13.0 DTBIA PROJECT AND PLANNING TRACKER

Staff have prepared a comprehensive document to illustrate the high number our items that are essential to the long-term success of the organization. Several of the items require effort(s) by various stakeholders. Staff recommends the use of MONDAY.COM as we have an existing account and the marketing team is proficient in the software.

There are several strategic imperatives that are urgent/critical in nature including the following:

- Expansion of the downtown commercial area to facilitate additional businesses;
- The BIA boundary expansion;
- Downtown Master Plan and the intertwined with Downtown Strategic Plan;
- Improvements and timeliness of monthly financial reporting and bank reconciliations;
- Continued HR policy development and development plans for all key team members.

This new tracker will be added to the monthly agendas to be reviewed and discussed with the BOM. As new initiatives such as the reimplementation of the Intercommunity Transit network will be added and subsequently discussed.

MOTION

Moved by: K. Englander Seconded by: B. Parsons

THAT the staff reports from the Executive Director, Marketing Department, Operations Department, Finance Department and documentation hereby be received as information.

14.0 RESOLUTIONS/RESOLUTIONS RESULTING FROM CLOSED SESSION

MOTION

Moved by: J. Young Seconded by: B. Parsons

THAT the staff direction from Closed Session hereby be approved.

15.0 BY-LAWS/RESOLUTIONS

16.0 TO CONFIRM PROCEEDINGS RESOLUTION

MOTION

Moved By: E. Odorjan Seconded By: K. Englander

THAT resolution 2026-009 to Confirm the Proceedings of the Board Meeting held on 30 September 2026, be read for a first, second, third and final reading and the Chair and Secretary, hereby be authorized to sign the same, and place the corporate seal thereunto.

16.1 CONFIRMING RESOLUTION 2026-009; Meeting of 09/30/2026

17.0 INFORMATION ITEMS

17.1.1 PROPOSED SITE PLAN – 121 CONCESSION ST. E.

This is provided to the board given the proximity to the BIA zone.

18.0 ITEMS OF PUBLIC INTEREST/ROUNDTABLE

19.0 ADJOURNMENT

Moved by: K. Englander Seconded by: D. Tosto

THAT the Board meeting of 30 September 2026, hereby be adjourned at _____ a.m.

Downtown Tillsonburg Business Improvement Area

MINUTES – OPEN SESSION

Board Meeting - Board of Management – July 22nd, 2026

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

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1. **CALL TO ORDER – 7:30 a.m.**

   Quorum: 5/7

   Members present: M. Bossy, B. Parsons, E. Odorjan*, D. Tosto, K. Englander

   **Left the meeting at 8:30 a.m.*

   Members absent: W. Cameron, J. Young

   Staff present: M. Renaud, V. Fortner

   Town staff present: C. Panschow via Zoom

2. **MOTION TO ADOPT THE AGENDA**

   Moved by: D. Tosto Seconded by: B. Parsons

   THAT the agenda as prepared for the Board of Management meeting of July 22nd, 2026

   CARRIED

3. **DISCLOSURE OF PECUNIARY INTEREST**

   NO DECLARATIONS

4. ADOPTION OF THE MINUTES

Moved by: D. Tosto Seconded by: B. Parsons

THAT the minutes as prepared for the board meeting of 27 May 2026; hereby be adopted.

CARRIED

5. CLOSED SESSION

Moved by: D. Tosto Seconded by: K. Englander

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

231 2(b) Personal matters about identifiable individuals including BIA board members and/or staff:

- Discussion regarding correspondence received regarding BIA policies and procedures.
- Discussion regarding conduct of said identifiable individuals.

231 2(a&k) Acquisition or disposal of land; confidential information provided to the board:

- Information pertaining to development of a hotel in the BIA/downtown core area.

CARRIED

6. PLANNING & TOWN REPORTS

6.1.1 TOWN REPORT REQUEST TO AMEND PARKING REQUIREMENTS

Following town council direction, the County Planner circulated a proposal to the BIA requesting changes to town-wide parking standard; specifically increasing the minimum requirement from **1.25 to 1.5 parking spaces per residential unit**.

In response, staff conducted comparative research across several Ontario municipalities to evaluate the potential impacts of these changes on downtown development and local parking capacity.

Please refer to the attached staff report for detailed research findings and recommendations for the Board of Management.

MOTION

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

MOVED THAT the Board of Management of the Downtown Tillsonburg BIA **does not support** the proposed town-wide parking requirement increase to 1.5 spaces per residential unit;

FURTHER THAT the Board recommends the implementation of a dedicated **C1 Commercial Zone Parking Policy** tailored specifically to the downtown core; incorporating standards and guidelines that foster economic development, downtown vitality, and urban infill;

FURTHER THAT the Board submit the following recommendations to County Planning:

1. **Effective Date Clarification:** Request formal clarification on the effective date of any approved policy changes.
2. **StationView Development Allocation:** Recommend establishing a reduced parking allocation of **0.75 spaces per residential unit** for the proposed StationView development, based on the following rationale:
    - **Downtown Parking Levy:** The existing downtown parking levy by-law was specifically established to create, enhance, and maintain public parking capacity within the central core.
    - **Lower Utilization in Core Infill:** Central core infill and densification projects historically demonstrate lower parking demand (e.g., the Heath's Department Store residential conversion successfully utilized existing public parking).
    - **Economic Development Benefits:** Urban infill and core densification are vital drivers of local economic growth.

- **Community-Building Opportunities:** Supporting such developments enhances opportunities for core amenities, such as a potential year-round farmers' market.

- **Off-Peak Capacity:** The core area currently offers nearly 2,000 parking spaces, the majority of which experience low utilization between 6:00 PM and 9:00 AM.

- **Financial Viability:** Applying a uniform, town-wide suburban parking metric in a dense, built-up urban core imposes cost-prohibitive financial burdens on new construction projects.

CARRIED

Notes: B. Parsons reiterated that this is a recommendation from the Board of Management and not a policy decision as the ultimate responsibility for approval of the parking metric rests with the County of Oxford and Town of Tillsonburg Planning Departments.

7. DELEGATIONS

8. DEPUTATION(S) ON COMMITTEE REPORTS

9. STAFF REPORTS

9.1 MARKETING AND EVENTS

9.1.1 MONTHLY MARKETING REPORT

The EMC will review the monthly report and metrics MKE-07-01 as well as give a detailed update regarding the TurtleFest event.

The social media metrics have increased significantly to record levels.

9.2 TURTLEFEST GOVERNANCE

Staff recommends that the committee be restructured to a sub-committee of the DTBIA effective immediately.

Commensurate with this change, the BMO bank account will be closed and all funds remaining in that account be transferred to the CIBC TurtleFest account. The TurtleFest account will be designated as

"restricted funds" consistent with the accounting treatment for the Façade Improvement Committee funding, (FIP).

The sub-committee will consist of both BIA team member representatives with volunteers from the community at large.

MOTION

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

THAT the TOC be designated as a sub-committee of the DTBIA; and further that:

- TurtleFest revenues and expenses, in accordance with auditing standards, be designated as a "restricted fund";
- The existing BMO bank account be closed and that all remaining funds be transferred to the CIBC TurtleFest account; and
- Members of the TOC includes both BIA staff members and volunteers from the general community.

AND BE IT RESOLVED THAT the governance changes for TurtleFest hereby be approved.

CARRIED

9.3 ECONOMIC DEVELOPMENT

The following new businesses are in planning, open and/or operating:

200 Broadway – Firehouse Subs – under construction in the former The Source location.

200 Broadway – Bell store – relocated to a kiosk in the north mall corridor. Unit

Oxford County Library System – Tillsonburg Branch:

Library traffic: June 2026 – increase of +7.4%:

- 2025: 5,900 people - 2026: 6,338 people

Action item(s): There were no action items, comments or questions.

9.4 FINANCE

9.4.1 2027 BIA ANNUAL BUDGET

The team has prepared the draft 2027 budget by refining the long-term financial plan and continuing forward in our quest to be among the most effective, financially responsible and member-driven BIA anywhere in Canada.

Key assumptions:

Target levy increase of 2.9% FTE head count: minor increase

Preparations/planning for the BIA's 50th anniversary in 2028 including significant investments in public realm infrastructure.

New: 1,764 hours of level 2 security patrol in the BIA zone only from May 3rd to September 24th. 147 days with two security shifts as follows: 9-1 (4 hours) and 1-9 (8 hours) – 7 days a week. Hourly wage of $25/hour plus associated remittance costs = $49,890. To be funded as follows:

BIA – 1/3 Town of Tillsonburg – 1/3 County of Oxford – 1/3

$16,660 for each party.

A formal budget submission to the County of Oxford will be sent following favourable approval by the Board of Management regarding the draft budget proposal with specific reference to the proposed "Safety Ranger Program".

MOTION

Moved by: B. Parsons Seconded by: K. Englander

THAT the 2027 budget and workplan hereby be approved as follows:

1) Levy requirement of $247,040 representing a budget-to-budget increase of 2.9%;
2) An MOU increase to $60,138 as previously approved in the 3-year MOU agreement from January 2026;
3) An increase in the town capital contribution to $30,000 to facilitate the 2028 50th anniversary capital project implementation which will require a debenture of $175,000 by the DTBIA in FY2028;

4) Funding of a new “Safety Ranger Program” to be paid for in a tripartite manner between the DTBIA, Town of Tillsonburg and Oxford County Human Services as illustrated in the 2027 Workplan – total of $50,000; (County portion $16,660, BIA portion $16,660 and Town of Tillsonburg portion $16,660);
5) A minor increase in FTE allocations as follows:
    a. Operations: +0.1 FTE
    b. Marketing: +0.2 FTE, (funded by TurtleFest)
    c. Special Projects: +0.1 FTE

CARRIED

Action items: The board directed staff to change/update the priorities in the public-facing workplan to reflect priorities such as reintroducing a process for an expansion of the BIA zone after the newly elected council takes office.

9.4.2 QUARTERLY LEVY PAYMENTS

The board approved resolution was sent to the Clerk’s office. We expect that town council will support the change to monthly levy payments at the August council meeting.

Action item(s): The ED will report back to the board on the effective date.

9.4.3 NEW EXECULINK FIBRE AGREEMENT

Staff have worked with Execulink Telecom a new 3-year contract for the office fibre internet.

The new rate for the next 36-month period is $164.90 which is a decrease of -17.8%.

9.4.4 ADOPTION OF THE 2025 DRAFT FINANCIAL STATEMENTS

The auditor provided the draft, audited financial statements for 2025.

The Municipal Act requires that the DTBIA, as a local board of the Town of Tillsonburg; the financial statements must meet provincial standards and must be approved by the Board of Management.

MOTION

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

THAT the 2025 financial statements hereby be approved and adopted.

CARRIED

Note: The financial statements were approved without modification.

9.4.5 2025 FINANCIAL AUDIT – ITEMS FOR IMPROVEMENT

The auditor identified several items that should be addressed in 2026.

The DTBIA office team is committed to the following:

1) Bank reconciliations completed by the 15th of each month.

2) Employment contracts: The staff team along with the HR Sub-committee will create a new form for inclusion in all staff files – to be completed by August 31st, 2026;

3) Implementation of a new "Capital Asset" policy as included in the agenda for today's meeting pending approval by the board;

MOTION

Moved by: K. Englander Seconded by: D. Tosto

THAT the proposed Capital Asset Policy as presented in ED Report FIN 07-26-01 be received and that the policy be adopted.

CARRIED

MOTION

Moved by: D. Tosto Seconded by: B. Parsons

THAT the proposed audit action plan be received and that staff be directed along with the requisite sub-committees to complete the action items forthwith.

CARRIED

10. OPERATIONS

10.1.1 SAFETY AND USAGE CONCERNS AT BROADWAY PLAZA

Owned by the Town of Tillsonburg, the Broadway Plaza at the main entrance of the Tillsonburg Town Centre is one of the municipality's busiest public spaces. Recently, it has experienced an increase in illicit, disruptive, and unsafe behaviors, particularly after 9:00 PM and under the cover of darkness.

Furthermore, the Cenotaph area is being misused—frequently serving as a site for substance abuse (drugs and alcohol) and the sale of illegal contraband cigarettes—which undermines its intended purpose as a place of memorial.

Key Contributing Factors:

- **Inadequate Lighting:** Poor visibility in the plaza increases safety risks and facilitates unwanted activity.
- **Enforcement & Signage Gaps:** Existing municipal by-laws are not actively enforced, require a comprehensive review, and lack clear updated signage.

Staff Recommendation:

Staff recommends requesting that the Town of Tillsonburg consider implementing a designated curfew for this area to restore safety and proper community use.

Motion for Consideration by the Board of Management:

MOTION

Moved by: K. Englander Seconded by: B. Parsons

THAT representatives from the Downtown Tillsonburg BIA (DTBIA), including a Board member and staff, meet with the Town Clerk's Office, By-law Department, and other relevant municipal officials to review the current issues facing the Broadway Plaza area; and

FURTHER THAT a joint report be brought forward to both the BIA Board of Management and Tillsonburg Town Council for consideration and potential implementation of recommended solutions.

CARRIED

11. TURTLEFEST

11.1.1 PRELIMINARY FINANCIAL RESULTS

2026 event income from all sources:	$84,522.00
2026 event expenses:	$79,940.24
Event surplus:	**$4,551.76**

The BMO TurtleFest will be closed and the balance will be deposited into the TurtleFest account at CIBC 03072-66-xxxxx.

Included in the expenses are the approved payment(s) to the DTBIA by the TurtleFest Organizing Committee for $10,000 contract management fee.

The event requires an annual surplus to fund expenses and activities that occur all year round including off-site storage, mascot appearances, and other expenses that occur outside of the sponsorship/vendor seasonal nature of the revenues.

TurtleFest economic impact analysis status update: Awaiting data reports from partners/stakeholders.

MOTION

Moved by: D. Tosto Seconded by: K. Englander

THAT the preliminary TurtleFest financial report for the 2026 event, hereby be received as information.

CARRIED

Action item(s): ED and authorized TurtleFest Organizing Committee representative to attend BMO to close the existing TOC chequing account and have the funds deposited in the CIBC TurtleFest account by end of July 2026.

12. HUMAN RESOURCES

12.1.1 FIT FOR WORK /DUTY POLICY

In accordance with guidance from the HR sub-committee, it is suggested that a comprehensive fitness for work policy to be implemented.

Please see the attached, proposed “Fit to Work” policy for consideration and possible adoption by the Board of Management.

Moved by: K. Englander Seconded by: D. Tosto

THAT the proposed “Fit for Duty” policy be received and approved for implementation on or about August 15th, 2026.

CARRIED

12.1.2 WORK VEHICLE POLICY

The HR Sub-committee recommends that the existing vehicle policy be updated considering the implementation along with the potential impacts of adopting the “Fit to Work” policy as per the previous agenda item.

The ED recommends that the HR Sub-committee meets before September’s board meeting to recommend an updated policy.

Action item(s): Staff and HR Sub-committee to review and bring forward a revised policy with wordings that mesh with the newly proposed/adopted “Fit for work/duty” policy.

12.1.3 2027 WAGE INCREASES

The team has prepared the 2027 budget using the Bank of Canada monetary forecasted CPI which as of May 2026 is 3.2%.

It is expected that the full-year CPI increase will be 2.9%.

For the purposes of the 2027 budget assumption, 2.9% will therefore be used for FTE wage calculations as well as a proposed adjustment for the board to consider regarding the marketing department salary grid.

The board will recall that the BIA typically follows the wage strategy practice(s) of the Town of Tillsonburg which uses the CPI data points to calculate the FY salaries.

Casual and part-time team members will receive wage increases as determined by the salary grid as approved by the Board of Management following the annual performance appraisal process.

Action items(s): The board supported the recommendation without comment. The ED reiterated that the BIA typically follows the guidance from the town's Finance Department.

13. COMMUNITY

The team continues to participate and engage with the community.

During preceding month, in addition to TurtleFest, the team participated in the dedication of the Tillson Family Parkette, ribbon-cutting at the new Kinsmen Bridge, and the Canada Day pancake breakfast.

14. ECONOMIC DEVELOPMENT - COMMISSIONER – TOWN UPDATE

The Development Commissioner will provide a monthly update to the Board of Management.

15. GOVERNANCE

15.1.1 2027 BOARD MEETING CALENDAR

Please see the proposed full-year meeting calendar for the Board of Management for the 2027 fiscal year. There will be 10 meetings with no scheduled meetings in August and December 2027.

The calendar also includes the Annual General Meeting at the Tillsonburg Legion.

Sub-committee meetings are at the call of the Sub-committee Chair.

15.1.2 STRATEGIC PLAN UPDATE

In process and will incorporate elements from the board's direction with respect to longer term planning, the BIA's upcoming 50th anniversary in 2028 and other requirements/direction.

Action item(s): The ED and Board Chair will continue the development of the SP and bring forward a draft document no later than Q1-2027.

15.1.3 VACANT BOARD POSITIONS

Staff has received a few applications for the vacant board positions.

As per policy, the HR Sub-committee will meet in the next 14 days to review the applications and bring forward recommendations to the full board for presentation at a special board meeting TBD.

Action item(s): K. Englander suggested that there be a sense of urgency in reviewing the applications and a recommendation be brought forward to the full Board of Management.

15.1.4 BOARD MEMBER RESIGNATION

The BIA Executive Director received the resignation of Board Member Mark Tedesco on Friday, 19 June 2026. On behalf of the entire BIA organization, I wish Mark all the best. Mark served on the BIA board for more than a decade. His volunteer service is much appreciated.

ENCL. – M. Tedesco resignation letter.

Action item(s): B. Parsons suggested that a letter or other form of recognition be made for Mr. Tedesco and others with consideration of a policy or procedure for doing so moving forward.

MOTION

Moved by: B. Parsons Seconded by: K. Englander

THAT the Board of Management of the Downtown Tillsonburg BIA hereby receives the resignation of Mark Tedesco effective Friday, 19 June 2026; and that the ED forward a decision letter to the Clerk's Department at the Town of Tillsonburg to advise of same.

CARRIED

16. INFORMATION ITEMS

16.1.1 UPDATED POPULATION RANKING – TOP 10 CA'S

The team has updated the town population metrics predicated on updated Statistics Canada, Oxford County Planning and Town of Tillsonburg data/reports including housing starts. This report outlines the elite status of Tillsonburg's population increase which shows a clear pattern of strong results.

The top performing Census Agglomerations in Canada have been consistent during the period of 2021 to 2026.

Action item(s): The ED reiterated the importance of this continued strong growth trajectory and how it impacts the C-1 commercial zone essentially being fully built-out.

16.1.2 DTBIA JULY REPORT TO ECDEV & TDCC

Please refer to the attached report which was sent to each of the Economic Development Advisory Committee and Tillsonburg District Chamber of Commerce governance members.

Action item(s): There were no comments or questions.

16.1.3 PERFORMANCE OF THE TILLSONBURG TOWN CENTRE

Staff continues to track and analyze performance metrics for our largest BIA member, the Tillsonburg Town Centre (TTC). As highlighted in previous meetings, the TTC's commercial tenancy rates and operational benchmarks remain in the "elite" category by industry property management standards. Detailed data and analysis can be found in the attached staff report.

16.1.4 PUBLIC FACING FY2027 WORKPLAN

Please find attached the public facing report to the public regarding our FY2027 Workplan.

This document outlines the full range of topics associated with the mandate of the DTBIA.

The document will be used in communications with various stakeholders.

Action item(s): As per the approval of the FY2027 Budget and Workplan, the board directed staff to update the organizational priorities to include reintroducing an expansion of the BIA zone.

17. CONSIDERATION OF MINUTES

18. MOTIONS/NOTICE OF MOTIONS

19. RESOLUTIONS/RESOLUTIONS RESULTING FROM CLOSED SESSION

MOTION

Moved by: B. Parsons Seconded by: K. Englander

THAT the staff direction and resolutions contained in the report and any actions resulting therein; from the Closed Session meeting of July 22nd, 2026; hereby be approved.

CARRIED

20. BY-LAWS/RESOLUTIONS

21. TO CONFIRM PROCEEDINGS RESOLUTION

Moved By: B. Parsons Seconded By: K. Englander

THAT resolution 2026-07-01 to Confirm the Proceedings of the Board Meeting held on July 22nd, 2026, be read for a first, second, third and final reading and the Chair and Executive Director, hereby be authorized to sign the same, and place the corporate seal thereunto.

CARRIED

21.1 CONFIRMING RESOLUTION 2026-07-001

Meeting of 07/22/2026.

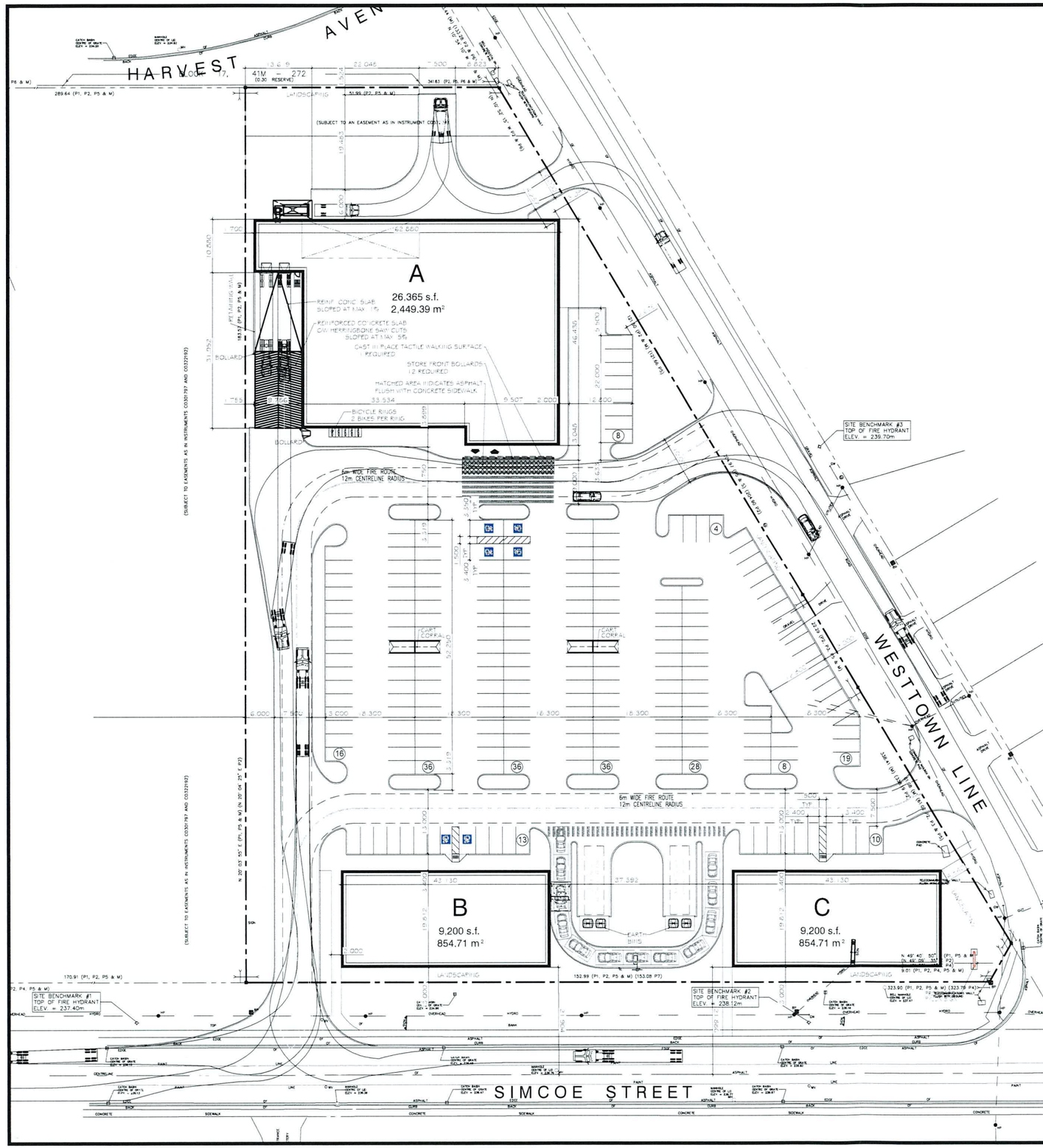
22. ITEMS OF PUBLIC INTEREST/ROUNDTABLE

23. ADJOURNMENT

Moved By: B. Parsons Seconded By: D. Tosto

THAT the Board meeting of July 22nd, 2026, hereby be adjourned at 9:03 a.m.

CARRIED



SC Service Commercial		
SITE AREA	19,621.79 m²	4.85 acres
ZONING PROVISION	**REQUIRED**	**PROVIDED**
Lot Area, Minimum	900m	19,621.79 m
Lot Frontage, Minimum (Simcoe Street)	20.0m	152.98m
Lot Depth, Minimum	45.0m	183.56m
Front Yard, Minimum	9.0m	3.0m
Exterior Side Yard, Minimum	9.0m	3.09m
Rear Yard, Minimum	7.50m	27.01m
Interior Side Yard, Minimum	4.50	1.70m
Setback from Centreline of Arterial Road Allowance, Min.	20.50	21.8
Lot Coverage, Maximum	40%	21.2%
Lanscaped Open Spce, Minimum	15%	25.2%
Building Height, Maximum	11.0m	9.50 m
BUILDING	**FLOOR AREA ft.²**	**FLOOR AREA m²**
A	26,365	2,449.39
B	9,200	854.71
C	9,200	854.71
TOTAL	44,765	4,158.80
PARKING	**REQUIRED**	**PROVIDED**
Shopping Centre 1 space/25m² GFA	172 spaces	214 spaces
Parking Space Size : 2.70m x 5.50m, 7.30m aisle		4.78 spaces / 1,000 s.f.
Parking Space Location : Street Line - 1.0m, Interior Lot Line - 1.50m, Rear Lot Line - 1.50m		
Required Queue Space - ATM	3 before ATM required	10 spaces provided
Required Queue Space - Eating Est.	10 before Pick-Up Window, 2 after	10 + 2 spaces provided
BARRIER FREE PARKING	**REQUIRED**	**PROVIDED**
201-1,000 spaces required	2% of total required = 2 = 7 spaces	8 spaces
Type 'A' - 3.40m x 5.50m, Type 'B' - 2.40m x 5.50m, c/w 1.50m access aisle FIRE ROUTE : 6.0m WIDE, MIN. 12.0m C. RADIUS		
LOADING	**REQUIRED**	**PROVIDED**
Space: 4.0m x 14.0m	2,001-6,500 m² = 2 spaces	4 spaces
Vertical Clearance	4.50 metres	No overhead obstructions
COVERAGE CALCULATIONS		
BUILDING AREA (includes all buildings)	4,158.80 m²	21.2 %
LANDSCAPED AREA (includes all planting areas and walkways)	4,935.29 m²	25.2 %
PAVED AREA (includes all driving aisles and parking areas)	10,527.70 m²	53.6 %

2 A-1 SITE STATISTICS
N.T.S.

0 5 10 20 30m

NOTE
ALL DIMENSIONS ARE METRIC UNLESS NOTED OTHERWISE

1 A-1 SITE PLAN
1 : 400

Date	Revision	By

CLARE AVENUE
DESIGN INC.
1112 Clare Avenue, Cambridge, Ontario N3H 2E1
Phone: 519-498-5847 Email: greg@clareave.com

MAVERICK
DEVELOPMENTS

Project:
COMMERCIAL DEVELOPMENT
Simcoe Street & Westtown Line
TILLSONBURG, ONTARIO

Drawing Title:
CONCEPTUAL SITE PLAN

Drawn by:	G.B.
Checked by:	
Scale:	1 : 400
Date:	July 15, 2026
Job no.:	260219

SK-19

Norfolk Mall

400 Simcoe Street, Tillsonburg, ON

FOR LEASE

Stephen Yu
Senior Director, Leasing | Salesperson
syu@salthillcapital.com | 416.646.7358

Salthill

Highlights

Norfolk Mall is a vibrant neighbourhood Shopping Centre spanning 88,400 sf in the town of Tillsonburg. Situated on the outer perimeter of Tillsonburg, Norfolk Mall benefits from its strategic positioning on Hwy 3. This prime location offers seamless access to neighboring counties and reinforces the Centre's role as a convenient shopping hub.

Tillsonburg is a growing community located at the crossroads of Oxford, Elgin, and Norfolk Counties in Southwestern Ontario. The town's proximity to major transport links is advantageous, with just a 25-minute drive to Highway 401 and easy access to three significant border crossings within a two-hour drive. Tillsonburg's favorable location contributes to its substantial population catchment.

- The Centre's strong core tenancies, which include Dollarama, Swiss Chalet/Harvey's, Winners, Giant Tiger and Pet Valu, along with its shadow anchor, Zehrs grocery store, create a bustling retail destination for both local residents and visitors.
- With a labor and consumer population of 225,000 reachable within a mere 30-minute drive, Norfolk Mall draws from a broad regional base.

Demographics | 10km Radius

Population	Number of Households	Median Age	Household Income	People Per Household
29,350	11,852	58	$ 111,464	2.47

**Data from 2025 Environics Analytics.*

SWISS CHALET ROTISSERIE & GRILL · DOLLARAMA · petvalu · GIANT TIGER · WINNERS







Norfolk Mall

400 Simcoe Street, Tillsonburg, ON

FOR LEASE

Stephen Yu
Senior Director, Leasing | Salesperson
syu@salthillcapital.com | 416.646.7358

Salthill



A1001. Fabricland (11,375 sf)
A1002. Dollarama (9,500 sf)
A1017. PetValu (4,292 sf)
A1029. Winners (33,000 sf)
A1030. Giant Tiger (25,000 sf)
B1001. Swiss Chalet (4,615 sf)

The information contained herein, including layouts, plans, and stated square footage, is provided solely for marketing purposes. Such information is approximate, non binding, and subject to change without notice.

DOWNTOWN TILLSONBURG BIA

Executive Director's Report to the Board of Management

DATE: September 25, 2026
FROM: Mark Renaud, Executive Director

1. STRATEGIC IMPERATIVES & ADVOCACY

To ensure the long-term vitality, commercial viability, and success of our downtown retail node, executive leadership remains dedicated to rigorous research, continuous strategic planning, and active advocacy.

- **Community Engagement:** We maintain consistent participation in local community events and organizational activities to foster strong relationships across the municipality.
- **Inter-Community Transit Initiative:** The BIA remains a pivotal stakeholder in efforts to re-establish a tri-weekly regional transit service connecting Downtown Tillsonburg to Woodstock, Ingersoll, Dorchester, and London.

Regional Transit Connectivity Focus

To support these efforts, we host the multi-stakeholder ad-hoc committee meetings directly in our BIA boardroom. Regional connectivity is a critical component for building a viable, self-sustaining community. Standard taxi fares to adjacent municipalities remain cost-prohibitive for many residents; establishing reliable regional transit is essential to bridge this gap.

2. DOWNTOWN HEALTH, SAFETY & AESTHETICS

Given the current magnitude of complex social issues, public safety, cleanliness, and downtown aesthetics remain our highest operational priorities. Additional management and team resources have been deployed to address these ongoing challenges.

- **Ambassador Team Performance:** The BIA Ambassador team continues to perform at an exceptionally high standard despite daily operational hurdles, including the frequent unauthorized movement and displacement of BIA assets throughout the zone.
- **Illegal Waste Dumping:** The core continues to experience excessive dumping of household waste and bulky items.

Key Focus Areas & Municipal Escalations

- **Tillson Family Parkette:** Seeing heightened incidents of illegal household waste disposal and dog feces.
- **Tillsonburg Public Library Grounds:** Landscaping and grounds maintenance remain substandard and inconsistent with our downtown aesthetic guidelines. Despite repeated attempts to escalate these concerns with the County of Oxford Facilities Department, the issue remains unresolved, and advocacy continues.

3. ECONOMIC DEVELOPMENT & INVESTMENT

Commercial interest in Downtown Tillsonburg remains robust, highlighted by notable expansion and restructuring within our primary retail center:

- **Tillsonburg Town Centre Construction:** Active construction is underway to support the internal relocation of two existing businesses and the onboarding of two new commercial tenants.
- **Business Incubator Expansion:** Staff are actively assessing new office space options to expand our highly successful business incubation concept. This expansion will relieve overcrowding within our current administrative footprint while generating non-levy revenues to diversify the BIA's funding base.
- **Member Milestones:** Executive leadership works in close alignment with our marketing team to highlight, promote, and celebrate significant business milestones across our membership base.

4. OPERATIONS, ASSETS & EVENT EXECUTION

Our dedicated capital assets—including the BIA truck, large trailer, and an extensive inventory of equipment and event furniture—allow us to seamlessly activate public spaces in ways that would otherwise be cost-prohibitive.

- **Halloween Event Preparation:** Operational planning is underway for our signature week-long Halloween event. The team recently traveled to Oxford Pallet in Norwich, ON, to source and transport the necessary materials to construct the flagship Haunted House attraction.

BIA Capital Asset	Operational Deployment	Strategic Value
Fleet & Trailer	Material transport, pallet pickup (Norwich, ON)	Cost Elimination
Equipment & Furniture	Plaza activations & week-long Halloween setup	Rapid Activation

5. HUMAN RESOURCES & TEAM DEVELOPMENT

A significant portion of executive time is invested in staff coaching, mentorship, and workforce development. Building internal capacity is a cornerstone of our long-term organizational success matrix.

- **Grant Administration:** Managing participants within the Employment Ontario and Canada Summer Jobs programs requires dedicated administrative oversight, coaching, and compliance tracking, all of which continue to yield strong operational returns for our downtown footprint.

Grant Program	Executive Oversight & Mentorship Focus	Outcome
Employment Ontario	Administrative oversight, skills coaching, and work plan tracking.	Capacity Building
Canada Summer Jobs	Daily supervision, student development, and reporting compliance.	Youth Engagement

EXECUTIVE SUMMARY

The DTBIA organization continues to deliver a measurable, positive impact on the quality of life for Tillsonburg residents, local businesses, tourists, and regional stakeholders. Through strong advocacy, dedicated operational management, and strategic asset deployment, we remain committed to building a vibrant downtown core.

Mark Renaud
Executive Director, Downtown Tillsonburg BIA

"We are happy to serve!"

TURTLEFEST ORGANIZING COMMITTEE

Official Meeting Schedule — 2026 / 2027 Season

OFFICIAL SCHEDULE

STANDARD MEETING TIME	PRIMARY LOCATION	VIRTUAL ATTENDANCE
10:00 AM – 11:00 AM (1 Hour Duration)	**Downtown Tillsonburg BIA** Boardroom (Unless noted otherwise)	**Zoom Invitations Provided** Sent via email prior to each meeting

PHASE 1: MONTHLY MEETINGS (OCTOBER 2026 – JANUARY 2027)

Monthly Schedule

DATE	FREQUENCY	MEETING FOCUS & KEY AGENDA ITEMS	TIME
Tuesday, Oct 6, 2026	Monthly (1st Tue)	Overview and 1st planning meeting; approve sponsorship package	**10:00 AM - 11:00 AM**
Tuesday, Nov 17, 2026	Monthly (3rd Tue)	Strategies and budget review	**10:00 AM - 11:00 AM**
Tuesday, Dec 15, 2026	Monthly (3rd Tue)	Assignment of further tasks including relationship management + funding applications	**10:00 AM - 11:00 AM**
Tuesday, Jan 19, 2027	Monthly (3rd Tue)	Programming review including talent discussions; sponsor commitment updates, vendor/food truck application review	**10:00 AM - 11:00 AM**

PHASE 2: BI-WEEKLY MEETINGS (FEBRUARY – APRIL 2027)

Bi-Weekly Schedule

DATE	FREQUENCY	MEETING FOCUS & KEY AGENDA ITEMS	TIME
Tuesday, Feb 9, 2027	Bi-Weekly (2nd Tue)	Financial update inc. review of received vendor/sponsor applications	**10:00 AM - 11:00 AM**
Tuesday, Feb 23, 2027	Bi-Weekly (4th Tue)	Permits, safety, review of MTO approvals, and operations planning	**10:00 AM - 11:00 AM**
Tuesday, Mar 9, 2027	Bi-Weekly (2nd Tue)	Review of important dates, updates on revenues/expenses	**10:00 AM - 11:00 AM**
Tuesday, Mar 23, 2027	Bi-Weekly (4th Tue)	Volunteer Coordination & Committee Schedules	**10:00 AM - 11:00 AM**
Tuesday, Apr 6, 2027	Bi-Weekly (1st Tue)	Regular meeting	**10:00 AM - 11:00 AM**
Tuesday, Apr 20, 2027	Bi-Weekly (3rd Tue)	Regular meeting	**10:00 AM - 11:00 AM**

PHASE 3: WEEKLY MEETINGS — FINAL COUNTDOWN (MAY 2027 – JUNE 15, 2027)

Every Tuesday

DATE	FREQUENCY	MEETING FOCUS & KEY AGENDA ITEMS	TIME
Tuesday, May 4, 2027	Weekly	Final Operations & Load-in Schedule	**10:00 AM - 11:00 AM**
Tuesday, May 11, 2027	Weekly	Emergency Plans & Staff Briefing	**10:00 AM - 11:00 AM**
Tuesday, May 18, 2027	Weekly	Media Relations & Final Sign-offs	**10:00 AM - 11:00 AM**
Tuesday, May 25, 2027	Weekly	Pre-Festival final updates including financial overview	**10:00 AM - 11:00 AM**
Tuesday, Jun 1, 2027	Weekly	Pre-Festival Final Checks	**10:00 AM - 11:00 AM**
Tuesday, Jun 8, 2027	Weekly	Festival Week Final Coordination	**10:00 AM - 11:00 AM**
Tuesday, Jun 15, 2027	Final Meeting	Final pre-event meeting	**10:00 AM - 11:00 AM**

Committee Guidelines & Attendance Policy:
All meetings begin promptly at 10:00 AM and run for 1 hour. Unless otherwise specified, in-person attendance is held in the boardroom at the Downtown Tillsonburg BIA. For committee members attending remotely, Zoom invitations will be distributed prior to each meeting date.

TurtleFest Organizing Committee

TERMS OF REFERENCE & GOVERNANCE FRAMEWORK

Effective: Oct 2026
Document: TOR-TF-2026
Scope: Regional Festival

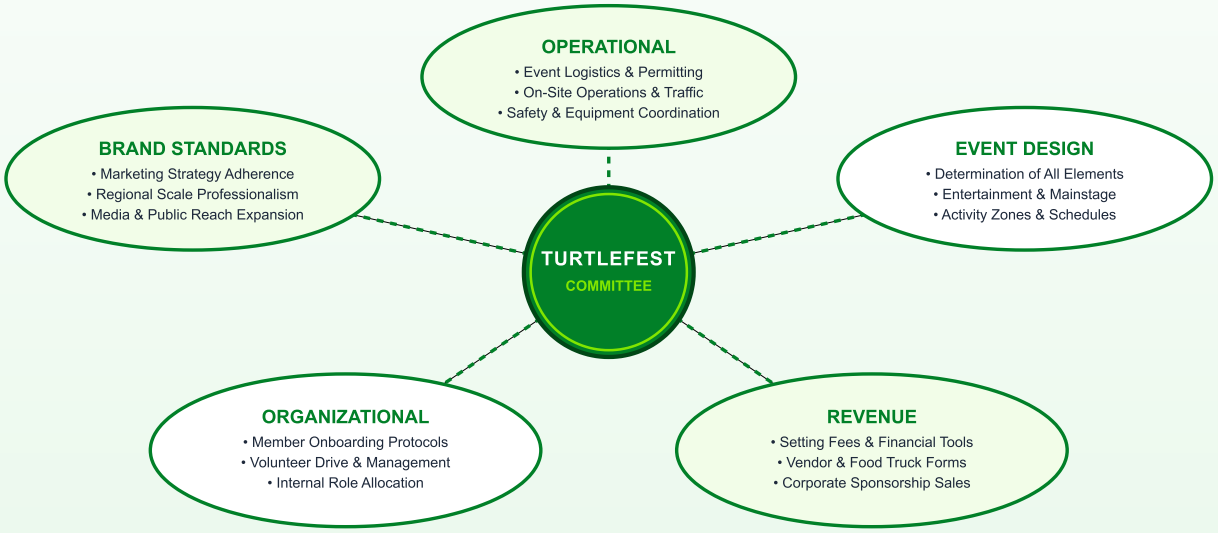
1. Purpose & Vision

The TurtleFest Organizing Committee plans, executes, and evaluates the annual TurtleFest event. The committee fosters local pride, elevates regional tourism, and ensures a professional, inclusive experience for all visitors.

2. Mandate & Scope

The Committee functions as an action-oriented planning body accountable for operational logistics, revenue generation, volunteer engagement, and brand expansion across the broader regional community.

CORE FUNCTIONAL PILLARS



3. DETAILED PILLAR RESPONSIBILITIES

Pillar Focus	Operational Deliverables	Key Output Documents
Operational	Coordinates physical infrastructure, road management, permits, security, emergency response, and site cleanup.	Master Logistics Plan, Site Maps, Traffic & Safety Protocol.
Event Design	Determines all event elements, curates live stage acts, family zones, cultural exhibits, and overall scheduling.	Festival Run-of-Show, Stage Riders, Vendor Placement Map.
Revenue	Establishes fee structures, develops vendor and food truck applications, and secures corporate sponsorship deals.	Sponsorship Prospectus, Application Forms, Revenue Ledger.
Organizational	Manages new member onboarding, oversees volunteer recruitment, structures duties, and handles day-of orientation.	Volunteer Handbook, Shift Roster, Member Charter.
Brand Standards	Enforces consistent branding, directs regional ad campaigns, handles press releases, and expands event presence.	Marketing Strategy, Media Kit, Graphic Guidelines.

Pillar Directive: Sub-committee leads assigned to each pillar manage dedicated teams to ensure seamless execution and align operations with regional brand growth targets.

4. OFFICIAL MEETING SCHEDULE & GOVERNANCE (2026/2027 SEASON)

Meeting Logistics

Time: 10:00 AM – 11:00 AM (1 Hour Duration)
Location: Downtown Tillsonburg BIA Boardroom
Virtual Attendance: Zoom link emailed prior to meeting

Governance & Voting

Quorum: 50% + 1 voting committee members required.
Decision Model: Consensus preferred; simple majority vote.
Attendance: In-person encouraged; virtual supported.

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DOWNTOWN TILLSONBURG

Business Improvement Area (DTBIA)

FINANCIAL POLICY

POLICY TITLE **Internal Audit Procedures and Sign Off**	POLICY NUMBER **FIN - 2026 - IA**
EFFECTIVE FISCAL YEAR **2026**	GOVERNING BODY **DTBIA Board of Directors**

1. INTERNAL AUDIT PROCEDURES

1. Print off from the system the detailed general ledger for the month.
2. Chair randomly selects general ledger entries (5 minimum).
3. DTBIA team provides documentation for the related entries.
4. Chair reviews the supporting documentation for:
   - 2 required signatures
   - Invoice approval
   - Transaction posted to the correct account
5. Chair signs off on Policy Form FIN - 2026 - IA.

2. INTERNAL AUDIT MONTHLY SIGN OFF FORM

I have reviewed documentation supporting general ledger activity for completeness and accuracy for the month of _____, 20XX.

Michael Bossy
Chair, DTBIA Board of Directors

Date
(MM/DD/YYYY)

DOWNTOWN TILLSONBURG BIA

UNAUDITED REPORT

YTD Financial Performance & Analysis

Period: January 1 – August 31, 2026

Accrual Basis | Updated: September 2026

TOTAL YTD REVENUE	TOTAL YTD EXPENSES	NET OPERATING SURPLUS
$357,500.11	$324,549.86	$32,943.66

Executive Summary & Financial Governance

Finances remain **well controlled** for the eight-month period ending August 31, 2026, posting a YTD operating surplus of **$32,943.66**. Hourly labour costs ($78,768.65) ran higher than plan due to heightened streetscape maintenance, public realm upkeep, and contract maintenance activities. However, these higher labour costs are **partially offset by other revenues**, maintaining strong operational fiscal balance.

YTD REVENUE BREAKDOWN

Revenue Stream	Amount (CAD)	Description & Operational Context
BIA Levy Taxes	$160,053.36	Core commercial property assessment levy receipts.
Turtlefest Event Revenue	$84,048.38	Vendor income, community sponsorships, and event fees.
Town of Tillsonburg MOU	$39,754.38	Contractual service agreement and partner funding.
Sales & Office Rental Income	$45,955.04	BIA merchandise sales ($31.96k) and office rental income ($13.99k).
Wage Subsidies & Grants	$22,239.00	Government wage support offsets for seasonal staff.
Other Income & Sponsorships	$5,449.95	Uncategorized income ($3.22k), graphics sponsorships, interest.
Total Revenue	**$357,500.11**	**Gross Recorded Revenue YTD**

YTD EXPENSE DISTRIBUTION

Expense Category	Amount (CAD)	Operational Focus
Cost of Labour	$178,957.55	Executive Director, Coordinator, Hourly Staff, EI/CPP, Benefits, ADP.
Turtlefest Expense	$70,233.65	Direct operational and programming execution costs.
Operations & Office Admin	$43,445.75	Rent, utilities, debt principal, memberships, insurance, supplies.
Beautification & Public Realm	$11,439.87	Flowers, trees ($8.80k), street furniture, public realm maintenance.
Vehicle Expenses	$10,466.34	Vehicle lease ($5.40k), operating costs ($1.95k), and insurance ($2.84k).
Marketing & Promotion	$9,473.70	Events marketing ($4.77k), production ($3.48k), seasonal promotions.
		Uncategorized expenses ($45.00) and reconciliation

DETAILED FINANCIAL ANALYSIS & VARIANCE REVIEW

Labour & Maintenance Dynamics

- **Hourly Part-Time Staff:** Expenditures reached **$78,768.65** YTD. This planned increase was driven by active downtown beautification, floral maintenance, and expanded contract maintenance services.
- **Salaried Staffing:** Executive Director ($44,101.13) and Events & Marketing Coordinator ($38,743.95) costs remain strictly in line with annual budget expectations.
- **Payroll Burden:** Employer CPP ($8,410.62), Health & Dental Benefits ($4,076.12), EI ($3,623.49), WSIB ($531.19), and ADP services ($702.40).

Funding Offsets & Budget Control

- **Other Revenue Offsets:** Higher labour costs are partially offset by other revenues, including direct wage subsidies ($22,239.00) and contract revenues.
- **Town MOU Support:** Contracted maintenance and partnership activities were reinforced by $39,754.38 in Town MOU revenue.
- **Net Staffing Overhead:** Incorporating wage subsidies, net staffing expenses total $156,718.55, keeping overall labor costs well controlled.

TRAILING REVENUE ACCRUALS (PENDING RECEIPT)

OUTSTANDING GRANTS

The following external funding grants trail the expenses already incurred in the YTD figures. These confirmed grant receivables will be recorded upon final receipt:

Confirmed Grant Funding Receivables

- **Canada Summer Jobs Grant: $3,945.00** expected to offset summer student hourly labor incurred during peak maintenance months.
- **MSC Funding: $2,040.00** in grant proceeds trailing project expenditures.
- **Combined Receivable Impact:** Additional **$5,985.00** in net revenue to be posted upon receipt.

ADJUSTED NET REVENUE PROJECTION

Financial Metric	Amount (CAD)	Operational Context
Stated Unaudited Surplus	$32,943.66	As reported on August 31, 2026 Profit & Loss statement.
Plus: Canada Summer Jobs Grant	+$3,945.00	Trailing grant receivable for seasonal hourly labor.
Plus: MSC Funding	+$2,040.00	Trailing grant revenue covering project expenses.
Adjusted Operational Surplus	**$38,928.66**	**Projected surplus after trailing grants are posted.**

Full-Year Financial Forecast & Plan Alignment

Full-Year Surplus Forecast: Taking into account remaining autumn and winter operational commitments, seasonal promotion campaigns, and pending grant receipts, the anticipated full-year surplus is estimated at **$26,000**. This projected outcome is fully **in line with the approved full-year financial plan**.

Governance Note: *This summary is derived from the unaudited Profit and Loss statement for January–August 2026. Prepared for internal governance and board presentation.*

Tillsonburg TurtleFest

2027 FINANCIAL FORECAST & BUDGET STRATEGY

INTERNAL MEMORANDUM

TO: TurtleFest Organizing Committee

FROM: Mark Renaud, TurtleFest Chair

DATE: September 20th, 2026

SUBJECT: 2027 Operating Budget & Partnership Framework

$100,175	$100,175	$0.00	$10,000
TOTAL FORECAST REVENUE	TOTAL FORECAST EXPENSES	BALANCED OPERATING TARGET	RESERVES & CONTINGENCY

1. EXECUTIVE SUMMARY & STRATEGIC DIRECTION

I am pleased to present the official financial forecast and operational budget plan for **Tillsonburg TurtleFest 2027**. This budget establishes a fully balanced operating target of **$100,175**.

Revenue enhancements are directly predicated on the proven successes of our corporate and community partnerships experienced in 2024 and 2025. This forecast does **not rely on Experience Ontario funding**. As TOC Chair, I have already reached out to MPP Ernie Hardeman's office regarding the Experience Ontario 2027 funding program application, which is expected to open in mid-November 2026. Any grant proceeds will serve as unbudgeted operational upside.

💡 Operational Partnership: Downtown Tillsonburg BIA (DTBIA)

The budget reflects a board-recommended, proposed all-in, static **DTBIA Service Fee of $20,000**. This fee is predictable, static, and not subject to amendment.

It is important to highlight that the **DTBIA continues to subsidize the festival** on an ongoing basis, absorbing approximately **$41,000 in direct costs** largely comprised of FTE staff support in marketing, events, and activations.

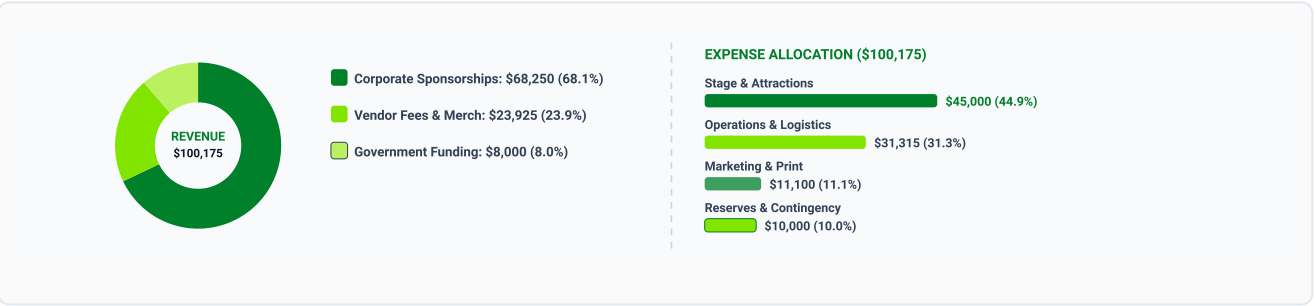
2. FORECASTED REVENUE BREAKDOWN ($100,175 TOTAL)

REVENUE CATEGORY	ITEMIZED LINE BREAKDOWN / DETAILS	TOTAL REVENUE	% SHARE
Corporate Sponsorships	Diamond (2@$10k=$0 in-kind MBC Radio/Spectra), Platinum (5@$5k=$25k), Gold (10@$2.5k=$25k), Silver (13@$1k=$13k), Community (10@$500=$5k), Misc/Donations (1@$250=$250)	**$68,250**	68.1%
Vendor Fees & Booths	Non-BIA Vendors (80 @ $175 = $14,000) + BIA Member Vendors (45 @ $60 = $2,700) + Non-Profit Vendors (20 @ $60 = $1,200) + Youth Entrepreneur Alley (15 @ $15 = $225)	$18,125	18.1%
Government & Municipal Grants	Town of Tillsonburg ($4,500) + Govt Funding ($2,500) + Others ($1,000) + Experience Ontario ($0 awaiting intake)	$8,000	8.0%
Food Trucks & Concessions	Food Truck Vendors (15 @ $265 = $3,975; 2 sponsor permits waived)	$3,975	4.0%
Festival Merchandise Sales	Merchandise Apparel & Swag Sales (130 units @ $25 = $3,250)	$3,250	3.2%
TOTAL FORECAST REVENUE	**Fully Balanced Operating Target**	**$100,175**	**100.0%**

3. DETAILED EXPENDITURE PLAN ($100,175 TOTAL)

FUNCTIONAL AREA	ITEMIZED EXPENSE LINE ITEMS	BUDGET AMOUNT	% SHARE
Stage & Entertainment	Main Stage ($17.5k), Production ($10.25k), Buskers ($5k), Creative Imaginations ($5k), Inflatables ($4.5k), Petting Zoo ($1.75k), SOCAN ($1k)	$45,000	44.9%
Operations & Logistics	DTBIA Proposed Service Fee ($20k), Security/EMS ($4.75k), Toilets ($4.45k), Storage ($1.85k), Bank Fees ($265)	$31,315	31.3%
Reserves & Contingency	Emergency Contingency ($5,000) + Allocation to Reserves ($5,000)	**$10,000**	**10.0%**
Marketing, Print & Swag	Merchandise Supplies ($5k), Marketing/Comms ($3.5k), Signs/Printing ($2.6k)	$11,100	11.1%
Insurance Coverage	Commercial Event General Liability Insurance Coverage	$2,760	2.8%
TOTAL FORECAST EXPENSES	**Fully Balanced Operating Target**	**$100,175**	**100.0%**

4. FINANCIAL BREAKDOWN GRAPHIC



5. STRATEGIC RECOMMENDATIONS

The following strategic recommendations and forward planning steps are submitted for the Committee's review and guidance:

- The committee's feedback and suggestions on the overall 2027 festival strategy are welcomed;
- Event planning moves forward in accordance with the established meeting schedule;
- Solicitations for new funding opportunities, including ongoing grant applications, continue to be actively undertaken;
- Continued coordination with the BIA team in executing marketing, events, and operational activations;
- The TOC provides input and feedback on the proposed vendor fee structure;
- A comprehensive policy be developed with respect to the proper payment of performance royalties as per SOCAN regulations;
- Effort(s) be made to liaise with Town of Tillsonburg staff and Town Council to request the waiving of all municipal fees and charges associated with the annual event;
- All operational and logistical planning work move forward seamlessly.

Respectfully submitted,

Mark Renaud
TurtleFest Chair, Tillsonburg Organizing Committee

Tillsonburg TurtleFest 2027 Financial Report
Document Ref: TF2027-FIN-SEP20

DTBIA

DOWNTOWN TILLSONBURG BUSINESS IMPROVEMENT AREA

OPERATIONAL POLICY

POLICY NUMBER	EFFECTIVE DATE	APPROVED BY	JURISDICTION
GOV-2026-02	October 1, 2026	Board of Directors	Ontario, Canada

Acceptable Use of Artificial Intelligence (AI) Policy

Operational governance standards for staff, contractors, and board members operating within Ontario municipal legislation.

1. PURPOSE & SCOPE

This policy establishes standard guidelines for the responsible, secure, and transparent use of Artificial Intelligence (AI) tools—including Generative AI (e.g., ChatGPT, Copilot, Canva Magic Studio)—in DTBIA daily operations.

Operating under the Ontario *Municipal Act, 2001*, the DTBIA manages public funds and local business resources. This policy ensures the organization leverages AI efficiency in marketing, economic development, and administration while safeguarding **data privacy, copyright integrity, and public trust**.

Applies To: DTBIA Board Members, Executive Director, Staff, Contractors, and Student Interns.

2. APPROVED OPERATIONAL USE CASES

Staff and contractors are encouraged to utilize BIA-approved AI tools for the following low-risk operational activities:

- **Marketing & Public Communications:** Drafting promotional social media copy, brainstorming seasonal event concepts, generating newsletter outlines, and translating public notices into multiple languages.
- **Administrative Support:** Summarizing meeting transcripts, formatting grant proposals, drafting routine correspondence, and organizing spreadsheet formulas.
- **Economic Development Analysis:** Synthesizing public municipal data to track foot-traffic trends or identify local retail category gaps.

3. CORE PRINCIPLES & STATUTORY COMPLIANCE

3.1 Data Privacy & Confidentiality (MFIPPA Compliance)

Under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), staff must maintain strict confidentiality protocols when using external software toolsets.

> **MANDATORY ZERO CONFIDENTIAL DATA RULE**
> Staff are strictly prohibited from entering non-public, sensitive, or personal business data into public AI models. All inputs into web-based AI tools are considered public disclosures.

Prohibited AI Inputs Include:

- Member financial records, levy assessment disputes, or landlord/tenant negotiations.
- Personal Identifiable Information (PII) of business owners, residents, or staff (e.g., private phone numbers, home addresses, personal email addresses).
- In-camera (confidential) Board of Directors meeting details or legal counsel communications.

3.2 Human-in-the-Loop & Accuracy Standards

- **Human Review Mandatory:** AI must never operate autonomously. A qualified staff member must review, fact-check, and approve all AI-generated copy or analytics prior to publication or board submission.
- **Hallucination Check:** AI tools frequently produce incorrect statements or false citations. Staff remain personally responsible for the factual accuracy of any final work product released under the DTBIA name.

3.3 Transparency & Intellectual Property

- **Public Attribution:** Substantial use of Generative AI in public policy documents or major grant applications must carry a clear footnote disclosure (e.g., *"Drafted with the assistance of Generative AI and reviewed by DTBIA Staff"*).
- **Brand Asset Protection:** Do not rely on AI tools to create primary, protectable brand assets (e.g., official DTBIA logos). AI outputs generally lack exclusive copyright protection under Canadian IP law.

4. RISK CATEGORIZATION MATRIX

RISK LEVEL	EXAMPLES OF OPERATIONAL TASKS	POLICY MANDATE
LOW RISK	Email proofreading, social copy drafting, event brainstorming, basic formatting.	Permitted using approved free or enterprise software tools.
MEDIUM RISK	Financial modeling, member survey sentiment analysis, policy drafting.	Permitted **only** with enterprise accounts with model training disabled.
HIGH RISK	HR evaluations, vendor contract decisions, legal dispute responses.	**STRICTLY PROHIBITED.** Must be completely human-led.

5. SECURITY STANDARDS & TOOL MANAGEMENT

1. **Approved Tool Registry:** Staff must log all AI applications and browser extensions used for DTBIA business with the Executive Director.
2. **Privacy Opt-Out:** Staff must verify that settings for *"Model Training"* or *"Data Sharing"* are turned OFF on all active user accounts to prevent corporate data harvesting.

6. POLICY REVIEW & ACKNOWLEDGEMENT

This policy shall be reviewed annually by the Board Governance Committee in alignment with evolving Ontario municipal frameworks and federal legislation.

EMPLOYEE / CONTRACTOR ACKNOWLEDGEMENT

I confirm that I have read, understood, and agree to abide by the DTBIA AI Acceptable Use Policy (GOV-2026-02).

PRINTED NAME & TITLE

SIGNATURE & DATE

DOWNTOWN TILLSONBURG
Business Improvement Area

MKE-26-09-01

TO: Board of Management, Downtown Tillsonburg Business Improvement Area
FROM: DTBIA Events & Marketing Coordinator
DATE: September, 23, 2026
SUBJECT: Marketing Report

1. MARKETING DEPARTMENT SUMMARY

Since our last meeting, staff have continued working to build and develop the H.Y.P.E. Program, with initial business outreach beginning in August. Due to limited initial participation and the additional time required to engage businesses individually, the program has been placed on hold and will be revisited when staff capacity allows.

Three Late Night Thursday events have taken place since the launch of the 2026 programming. As anticipated, July and August saw lower participation and attendance due to the summer season, with activity beginning to increase in September. Staff will continue to assess participation throughout the remainder of the program and use these observations to inform future planning. Work has also begun on the 2027 TurtleFest Sponsorship Package, which will be brought forward for review and approval at the next TurtleFest Committee meeting.

Moving into Q4, the primary focus will be on delivering the BIA's Halloween programming while also beginning to establish a strong foundation for the Marketing Department's 2027 priorities. This includes exploring opportunities to provide greater education, communication, and support to BIA businesses, while continuing to increase public awareness of the role and work of the Downtown Tillsonburg BIA.

Ongoing Marketing Initiatives

- Social media (Report Attached)
- Email marketing
- Business communications
- Downtown storytelling

2. DOWNTOWN TILLSONBURG H.Y.P.E. PROGRAM
(HOMETOWN YOUTH PERKS & EXPERIENCES)

The H.Y.P.E. Program has moved into the initial business outreach stage. On August 26, staff distributed an introductory email to BIA businesses outlining the program and inviting businesses to participate.

Initial response through email was limited, with two businesses responding. However, informal in-person conversations with several businesses indicated that there is additional interest in the program. Based on this feedback, staff believe that a more direct, in-person approach to business recruitment will be necessary to build sufficient participation for a successful launch.

H.Y.P.E. PROGRAM CONT'D

As a result, the H.Y.P.E. program has been placed on hold while staff focus on higher-priority Q4 initiatives. The program remains an important future initiative and will be revisited when staff capacity allows for the additional business outreach required.

The timing and approach to relaunching H.Y.P.E. will also be considered as part of the broader discussion surrounding the 2027 Marketing Strategy and priorities.

3. LATE NIGHT THURSDAYS

The 2026 Late Night Thursday program launched in July and has now completed three events. Participation and attendance have followed the expected seasonal pattern, with July and August experiencing lower activity during the summer months and participation beginning to increase in September.

LNT Month	Event Results
July: Summer Launch	The July launch marked the return of Late Night Thursdays for 2026. As anticipated, attendance was relatively limited during the summer period, when many residents are away on vacation or spending more time outdoors.
August: Sidewalk Sales	The August event incorporated a Sidewalk Sale at the request of participating businesses. Attendance was stronger than the July launch, although overall foot traffic remained relatively slower. Feedback from some participating businesses indicate that future Late Night Thursday programming may be more effective if run primarily in the fall and winter months. This will be considered during future planning and after further consultation with participating businesses.
September: Gilmore Girls	The September 17 was Gilmore Girls themed following an online public voting poll. This theme was also popular during the previous year's programming and resulted in increased business participation compared to the earlier summer events. As an additional activation, the BIA planned a small Gilmore Girls themed pop-up activity zone from 5:00-8:00 PM. The activity was initially planned for the fountain at the Tillson Family Parkette but was relocated.

LATE NIGHT THURSDAY CONT'D

UPCOMING EVENTS

October 29: Witches Night Out
The next Late Night Thursday will take place on October 29 from 5:00-8:00 PM as part of the annual Witches Night Out theme. Participating downtown businesses will stay open late and embrace the Halloween theme through special promotions, discounts, activities, and Halloween treats.

This year, the BIA is also partnering with the Tillsonburg Station Arts Centre to cross-promote Witches Night Out with their Moon Market, creating an opportunity to encourage visitors to participate in both events.

A joint BINGO/passport-style incentive is being developed to encourage Late Night shoppers to visit both the downtown businesses and Moon Market, helping to create additional movement between the two event areas.

4. FALL & HALLOWEEN CAMPAIGN

Halloween programming remains the primary focus for Q4, with several events and activations planned throughout the downtown core. This year's programming builds on successful initiatives from previous years while introducing new activities and partnerships.

HAUNTED HOUSE

The Haunted House volunteer team began construction of this year's attraction on September 1. The Haunted House has become a staple of the BIA's annual Halloween programming and will operate for four nights this year:

- Friday, October 23: 5:00-9:30 PM
- Saturday, October 24: 2:00-5:00 PM Family-Friendly | 5:00-9:30 PM Scary
- Thursday, October 29: 5:00-9:30 PM
- Friday, October 30: 5:00-9:30 PM

DOWNTOWN SPOOKY TOWN

Saturday, October 24 | 2:00–5:00 PM

Downtown Spooky Town will return for another afternoon of family-friendly Halloween activities. Programming will include:

- Costume Contest
- Downtown Trick-or-Treating
- Pumpkin Carving
- Apple Cider Station
- Scavenger Hunt
- NEW THIS YEAR: Spooky Story Stroll

The family-friendly Haunted House will also operate during the 2:00-5:00 PM time period.

4. FALL & HALLOWEEN CONT'D

WITCHES NIGHT OUT & MOON MARKET PARTNERSHIP

Witches Night Out will take place on Thursday, October 29, coinciding with the October Late Night Thursday. The BIA is partnering with the Tillsonburg Station Arts Centre to cross-promote Witches Night Out with the Station Arts Centre's Moon Market. The Moon Market will feature 20+ vendors, photo opportunities, food trucks, a dance, bar, and additional entertainment.

To encourage visitors to experience both events, the BIA and Station Arts Centre are developing a joint passport/BINGO initiative that will provide an incentive for attendees to visit both locations.

NEW HALLOWEEN INITIATIVES

Two new initiatives are also being explored for this year's Halloween programming:

Murder Mystery Night
Staff are exploring a Murder Mystery Night in partnership with several downtown businesses. Details and participating businesses are still being finalized.

Downtown History & Spooky Stories YouTube Mini-Series
Staff have created a short YouTube mini-series focused on the history of Downtown Tillsonburg, incorporating some of the area's spooky stories and local history. The goal is to create engaging content that can reach audiences beyond traditional event promotion while also educating the public about Downtown Tillsonburg and the role of the BIA.

These two initiatives are being developed as alternatives to the Ghost Tour, which was offered last year. The Ghost Tour was very successful and sold out quickly; however, the tour guide who led the 2025 experience was unable to participate this year, and staff were unable to secure a suitable replacement. The new initiatives provide an opportunity to continue building on the interest generated by the Ghost Tour while introducing additional forms of storytelling and engagement.

5. CHRISTMAS PLANNING

Initial consideration was given to developing an additional Christmas activation for 2026. Staff recommend that any new major activation be considered in the context of the broader 2027 marketing strategy and available staff capacity before proceeding.

6. 2027 MARKETING STRATEGY & PRIORITIES

Staff would like to bring forward a discussion regarding the development of the 2027 Marketing Plan and the BIA's future marketing priorities. This discussion will include opportunities to strengthen business supports, education, communication, and member services while ensuring that the BIA's marketing resources are aligned with the organization's strategic priorities and capacity.

7. BUSINESS ENGAGEMENT

Staff continue to focus on improving communication and engagement with BIA businesses through email, newsletters, social media, and direct outreach. Moving forward, the Marketing Department will look at ways to improve contact information and communication systems to ensure businesses receive timely information and have more opportunities to participate in BIA initiatives.

8. TOWN/BIA EVENT PROCESS REVIEW

Staff would like to discuss the current process and requirements associated with BIA-led events and activations on Town property and within the downtown core. Given the BIA's role as a municipal partner in promoting and supporting the downtown business community, consideration could be given to establishing a streamlined process for BIA-led events, where appropriate, while maintaining all necessary safety, insurance, emergency-services, and regulatory requirements.

9. AGM AWARDS

The BIA would like to bring back the Awards Ceremony as part of our Annual General Meeting on November 4th at the Tillsonburg Seniors Centre from 5:15 PM to 8:15 PM. The awards will provide an opportunity to recognize and celebrate the businesses and individuals who contribute to the success of Downtown Tillsonburg. Below are the six award categories that will be acknowledged.

Category	Award Description
Business of the Year	Recognizes an outstanding downtown business that has demonstrated overall excellence, community involvement and commitment to Downtown Tillsonburg.
Community Impact Award	For a business that consistently gives back to the community through partnerships, initiatives, sponsorships, volunteering or other contributions.
Downtown Spirit Award	Recognizes a business that embodies the spirit of Downtown Tillsonburg through enthusiasm, participation and support of fellow businesses.
Customer Experience Award	Recognizes a business that consistently creates an exceptional customer experience and contributes positively to the downtown shopping/dining experience.
Legacy Business Award	Recognizes a long-standing downtown business that has contributed significantly to the history and identity of Downtown Tillsonburg.
BIA Champion Award	Recognizes a business that consistently participates in BIA initiatives, responds to communications, attends events, promotes fellow businesses and actively contributes to the success of the downtown.

10. BOARD ACTION

2027 Marketing Plan Priorities: Discussion
Feedback on new marketing approach.

Town/BIA Event Process: Direction
Direction to explore opportunities for a more streamlined process for BIA-led events and activations in partnership with the Town, while maintaining all required safety and regulatory requirements.

AGM Award Categories: Approval
Board feedback and approval of the proposed award categories for the November 4th AGM Awards Ceremony.

AGM Award Voting: Direction
Direction on the proposed voting process for the AGM Awards, including whether voting should be completed by the Board, membership, public, or a combination.

PENDING BOARD DIRECTION

BIA 50th Anniversary: Direction on vision and priorities
Any ideas from the board are welcomed. The BIA team alongside the events sub-comittee will work on planning this event.

- **Call for Ideas:** Board members are invited to submit legacy concepts (e.g., a commemorative mural, VIP invites, or local business collaborations).

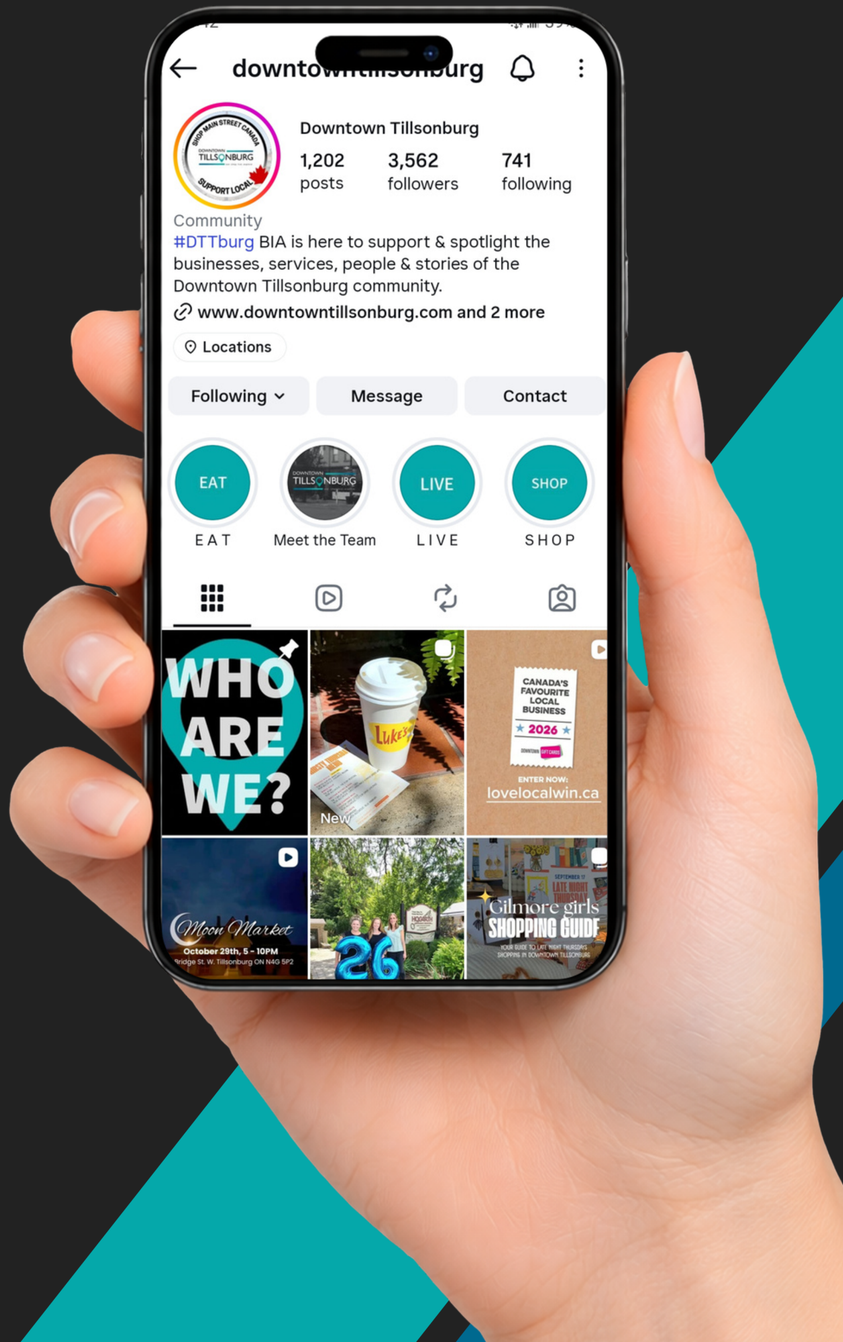
THANK YOU BOARD MEMBERS FOR YOUR CONTINUOUS HARD WORK, CONTRIBUTIONS AND DEDICATION TO THE BETTERMENT OF DOWNTOWN TILLSONBURG.

DOWNTOWN TILLSONBURG

eat. shop. live. explore.

SOCIAL MEDIA INSIGHT
AUG 19 - SEPT 15, 2026

MONTHLY REPORT



Performance Overview

Date: Aug 19th - Sept 15th

Views	Engagement	New Followers	Top Post Reach
132,406	6,802	74	30,193
↘ -20%	↘ -44%	↘ -36%	↘ 2 Follows

Insight

Downtown BIA social media content generated more than 132K views over the past month and attracted 74 new followers, continuing to strengthen our connection with the community, local businesses, and potential visitors.

While numbers are slightly lower than last month, this is largely due to several exceptionally high-performing posts in the previous reporting period that significantly boosted overall reach. Visibility remains strong, with increased engagement from non-followers showing that our content continues to reach new audiences and build awareness of Downtown Tillsonburg.

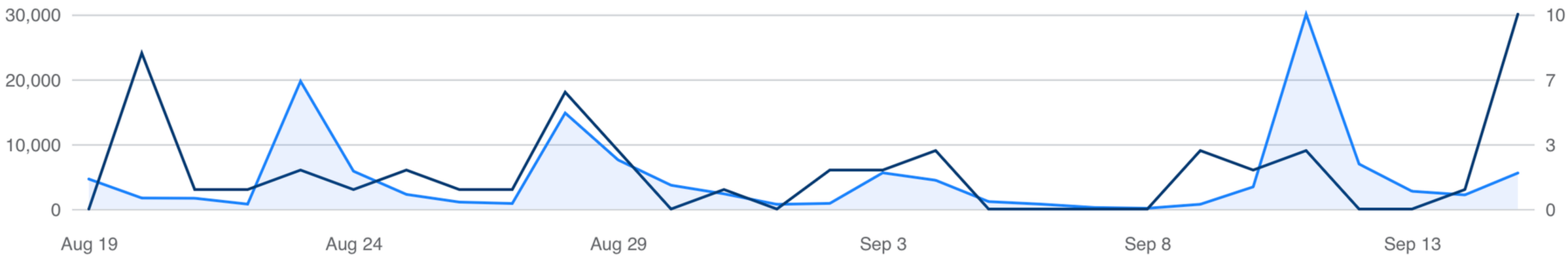
One of our top-performing posts this month achieved 30,193 views, helping maintain strong visibility and showcase the activity and businesses in our downtown core.

Performance Overview

All views | Reels | Posts | Stories

Last 28 days: Aug 19 - Sep 15

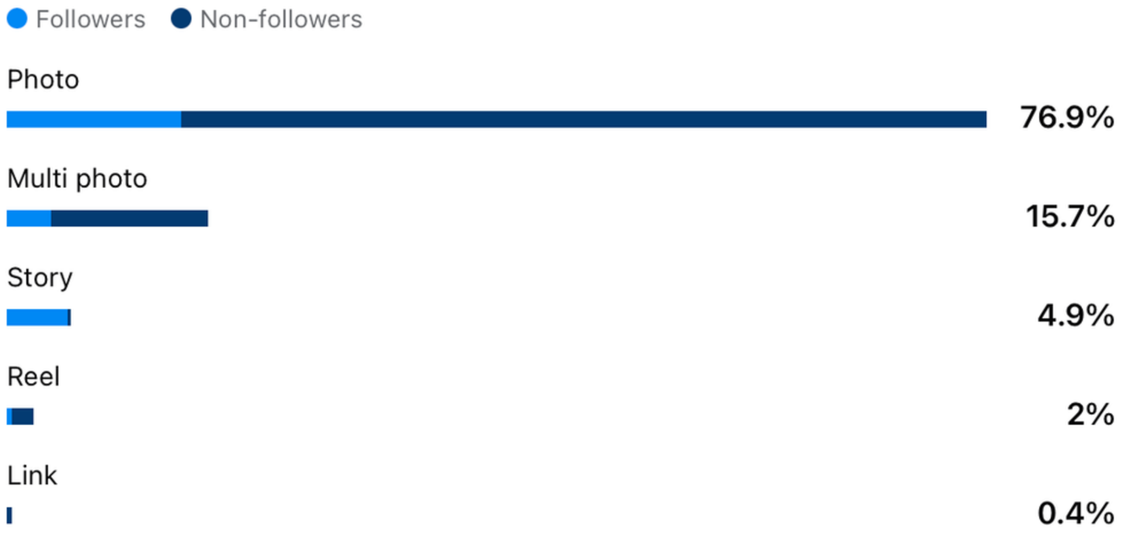
132,406 ↓ -20%	817 ↓ -96%	54 ↓ -97%	7h 21m ↓ -95%
Views	3-second views	1-minute views	Watch time



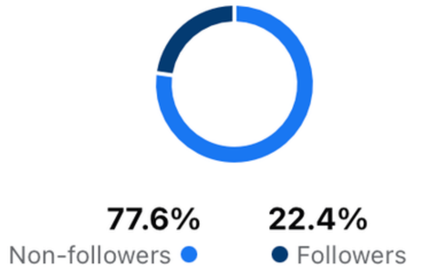
Publishing activity

Performance Overview

Views by content type

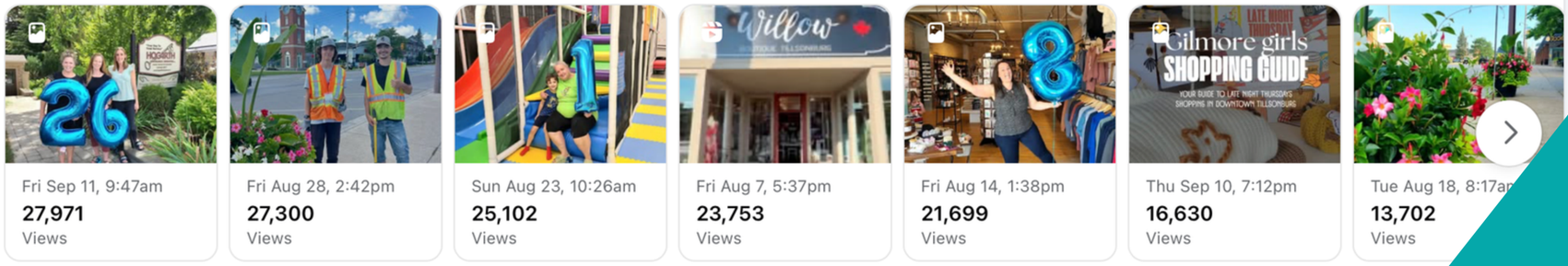


Views by followers vs. non-followers



Our Top Performing Content

Top content

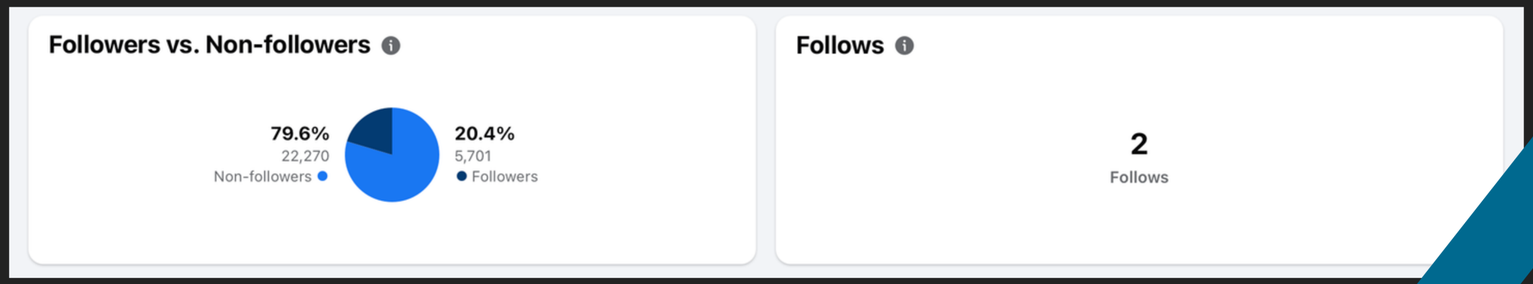


Top Performing Post



Insight

Our top-performing post during this reporting period was the 26th anniversary of On Our Way Massage Therapy & Wellness Clinic . The post reached an impressive 30,193 views and continues to gain traction daily. Engagement was exceptionally strong, generating 203 likes, 30 comments, and 6 shares. This level of engagement highlights the community's strong support for current events and the value of celebrating Downtown Tillsonburg milestones through social media content.



Final Overview

These results highlight the continued growth and impact of the Downtown Tillsonburg BIA's online presence. By staying current with events, business milestones, and community activities in the downtown core, we are sharing timely, engaging content that resonates with both residents and visitors.

Visibility and engagement help showcase everything Downtown Tillsonburg has to offer, encouraging people to explore local shops, restaurants, services, and events while supporting economic activity within the BIA boundaries. By telling the stories behind our businesses and community, we continue to strengthen Downtown Tillsonburg's reputation as a vibrant and welcoming destination.

Moving forward, our goal is to build on this momentum by continuing to grow our audience and increase the visibility of Downtown Tillsonburg through authentic storytelling that highlights our outstanding businesses, community events, local entrepreneurs, and the unique experiences that make our downtown a thriving place to eat, shop, live, and explore.

DOWNTOWN TILLSONBURG
eat. shop. live. explore.

@downtowntillsonburg

THE CORPORATION OF THE TOWN OF TILLSONBURG

APPROVED SITE PLAN

Date: 2026-09-23 File No. TSPC 7-2026-4

NAME: 121 Concession Street East

NOTES:

1.Servicing, grading, landscaping and drainage is to be in accordance with these approved plans.

2.Owner is responsible for complying with all terms and conditions within the related Site Plan Agreement.

SIGNATURE:

Amy Hartley
Development Planner

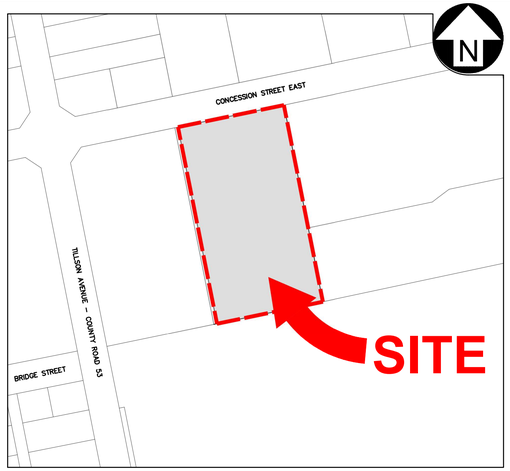
CONCESSION STREET EAST

EXISTING COMMERCIAL (SC-27)

EXISTING MULTI-SERVICE (IN & IN2-4)

EXISTING RESIDENTIAL (RH-4)

EXISTING RESIDENTIAL (RM)



KEY PLAN
SCALE 1:2,000

SITE PLAN NOTES:

1. OUTDOOR GARBAGE STORAGE TO BE COLLECTED PRIVATELY AS REQUIRED, NO MUNICIPAL GARBAGE COLLECTION REQUIRED FOR THIS SITE
2. ALL EXTERIOR LIGHTING TO BE MOUNTED TO BUILDING AND SHALL BE DARK SKY COMPLIANT
3. PAVEMENT DESIGN AS FOLLOWS: 300 GRAN 'A' – 100% SPMDD
   50mm HL8
   40mm HL3

TOWN OF TILLSONBURG ZONING REQUIREMENTS

	REQUIRED	PROVIDED
ZONING	SERVICE COMMERCIAL (SC-E)	
LOT AREA:	900m²	9744.5m²
LOT FRONTAGE (MIN.)	20.0m	72.49m
LOT DEPTH (MIN.):	45.0m	134.4m
YARDS		
FRONT (MIN.):	9.0m	9.04m
INTERIOR (MIN.):	9.0m	10.66m
REAR (MIN.):	7.5m	63.40m
SETBACK (MIN.) FROM ℄ OF ARTERIAL ROAD CONCESSION STREET:	20.5	*19.46m
LOT COVERAGE (MAX.):	40%	23.5%
LANDSCAPE OPEN SPACE (MIN.):	15%	26.5%
BUILDING HEIGHT (MAX.):	11.0m	6.1m
GROSS LEASABLE AREA:	–	2,286.9²m
TOTAL PAVED AREA:	–	4,479.8²m
PARKING BUSINESS	MIXED COMMERCIAL	
BUILDING = 2,286.9m²	1 PER 25m² = 92 SPACES	
	REQUIRED	PROVIDED
BARRIER FREE – 4% OF TOTAL REQUIRED PARKING SPACES	2 – TYPE A 2 – TYPE B	2 – TYPE A 2 – TYPE B
TOTAL PARKING	92	107
DEPTH (MIN.)	5.5m	5.5m
WIDTH (MIN.)	2.7m	2.7m
BARRIER FREE DEPTH (MIN.)	5.5m	5.5m
BARRIER FREE WIDTH (MIN.)	A–3.4m B–2.7m	A–3.4m B–2.7m
LOADING SPACE	2	2
DEPTH (MIN.)	14.0m	14.0m
WIDTH (MIN.)	4.0m	3.6m (EXIST.)

* LEGAL NON–CONFORMING

LEGEND

- UNDERGROUND BELL LINE
- UNDERGROUND CABLE LINE
- DITCH/SWALE
- FENCE
- CURB, DROPPED CURB
- EDGE OF PAVEMENT
- PROPOSED/EXISTING T/BANK
- PROPOSED LANDSCAPED AREA
- PROPSED BIKE RACKS
- MAINTENANCE HOLE
- CLEAN OUT
- CATCH BASIN
- WATER VALVE
- WATER SERVICE CURB STOP
- HYDRANT
- SITE BOUNDARY
- OVERHEAD POWER LINE
- GUY WIRE, UTILITY POLE
- LIGHT STANDARD, STREET LIGHT
- TRAFFIC SIGNAL
- SIGN
- GAS VALVE
- UTILITY PEDESTAL
- (R) TO BE REMOVED
- EXTERIOR SECURITY WALL PACK LIGHTING
- TRANSFORMER
- SURVEY BARS
- CONIFEROUS, DECIDUOUS TREE
- SHRUB
- EDGE OF BUSH/DRIP LINE
- TREE REMOVAL
- GEOTECHNICAL BORE HOLE
- MONITORING WELL
- PROPOSED ASPHALT SURFACE
  40mm HL3
  50mm HL8
  300mm GRAN 'A'

STAMP:

P.J. PENNER — LICENSED PROFESSIONAL ENGINEER — PROVINCE OF ONTARIO — 08 SEP 2026

No.	REVISION	DATE	BY
2	REVISED PER MUNICIPAL COMMENTS	8 SEP 2026	PJP
1	ISSUED FOR SPA AMENDMENT	8 JUL 2026	PJP

METRIC H. SCALE 1:250

TOWN OF TILLSONBURG

CJDL Consulting Engineers
Cyril J. Demeyere Limited
P.O. Box 460, 261 Broadway
Tillsonburg, Ontario, N4G 4H8
Tel: 519-688-1000
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KERMAR HOLDINGS
TILSON CENTRE
121 CONCESSION STREET EAST
TOWN OF TILLSONBURG

SITE PLAN

DESIGN BY: MJH | DRAWN BY: AH | CHECKED BY: PJP

PROJECT NO. 26016 | SURVEY BY: CJDL | DATE: 8 JUL 2026

DRAWING No. 1

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