

**AGENDA**  
**DOWNTOWN WOODSTOCK BUSINESS IMPROVEMENT AREA**  
**BOARD OF MANAGEMENT**

**DATE:** Monday, February 23, 2026    **TIME:** Post Finance Committee Meeting  
**(Finance Committee meeting will commence at 6:30pm)**  
**LOCATION:** 21 Market Street Board Room

---

**Our Vision**

Downtown Woodstock is the heart of Woodstock! Our vision is to make Downtown Woodstock a destination of choice for residents and visitors for shopping, dining, entertainment, diverse activations, and cultural experiences.

**Our Directive**

To improve and sustain the vibrancy and prosperity of downtown Woodstock through beautification and promotional efforts.

- 1) CALL TO ORDER**
- 2) ADOPTION OF AGENDA – MOTION:** To adopt the agenda as presented.
- 3) CONFLICT OF INTEREST**
- 4) ADOPTION OF MINUTES – MOTION:** To approve the board meeting minutes of January 26, 2026.
- 5) DISCUSSION –** Draft 2026 Budget
- 6) DISCUSSION –** Strategic Plan – Formulate next steps for each goal and refine committees (members/goals/objectives).
- 7) COMMITTEE & TASK FORCE UPDATES**
  - a) Promotions - Marketing
  - b) Promotions - Events
  - c) Beautification
  - d) Finance
- 8) NEW BUSINESS**
- 9) ADJOURNMENT**

**In Attendance:** Fadel, Kate, Osman, Jason, TJ, Thessaly, Holly-Jo, Simon, Duane

**Absent:** Joe Melo

**Guests:** Brad Jansen, David Creery, Penny Julian

**1) CALL TO ORDER –**

At 6:37pm

**2) ADOPTION OF AGENDA – MOTION: To adopt the agenda as presented.**

First Kate, Second Osman, All in favor.

**3) CONFLICT OF INTEREST**

None declared

**4) ADOPTION OF MINUTES – MOTION: To approve the board meeting minutes of October 27, 2025.**

First Kate, Second Osman, All in favor

**5) BOARD RESIGNATION - MOTION: To accept with regret the resignation of Sarah Hodgkinson, Mickala Day and Josh Pember from the board**

First Osman, Second Jason, All in favor

**6) Acceptance of New Board Member – Simon Mathias – Tempo Restaurant**

First Kate, Second Osman, All in favor

**7) CO-CHAIR UPDATE and Election - Fadel Zabian – BIA Structure**

Deferred to next meeting.

Fadel is currently acting as chair, we are looking for another volunteer to co-chair. Fadel may put forward a motion to reassess the operating structure at the next meeting.

**8) COMMITTEE UPDATES: Beautification, Events, Marketing, Finance**

No Beautification Committee updates. No Marketing Committee updates. Events Committee discussed Streetfest and the positive feedback they received, as well as Marti Gras. Duane mentioned that Durrel (the social media company hired) can attend our next meeting.

**9) NEW BUSINESS**

- Duane will be receiving a Fanshawe student to mentor and that will shadow Duane. No motion to adopt needed, information was received by members.
- Brad explained various directions the BIA could go forward including a refined SSA, returning to original SSA, becoming an advisory committee to council or disbanding. As laid out in BIA Structure -Options for SSA.pdf. Brad and David both spoke of the unfortunate path this took regarding media released on the subject and the staff that were spoken poorly about in the published articles. They also stated they would like to put this in the past and find a productive path forward. They also stated making this decision prior to February 24<sup>th</sup> is key as City Council would need to consider this when constructing/approving their budget, as they would need to ensure funds are set aside for

events like Streetfest. The following are the main points from each explanation that was not outlined in the PDF:

Disbanding the BIA - as an option was skipped over as little explanation was needed.

Refined SSA – The current Shared service agreement is a 2 Year agreement of which we are 1 year into. They recommended that the BIA should provide memorandum of understanding, increase meeting frequency with city staff to avoid future issues between the board and the city. They also recommended that the BIA board should make a strategic plan for key accomplishment goals that can be updated as the year goes on. The levy would still exist under new agreement if made. The levy is set off the BIA proposed budget.

Advisory Committee to City Council – The BIA board would be dormant and would not have an independent budget. City council would select members based on voting. Council could reach out to the committee and provide feedback or the committee could see a need and present council with a recommendation. The committee would attend council meeting and could have subgroups such as beautification. Things would get absorbed into council budgets such as events. The additional budget for such events would be paid for by rate payers but not business owners. There would be no decrease in level of service, just changes to who pays for it. The BIA wouldn't have staff anymore, including Gary's position. Trash collection would be a union job and would have to be posted position if it were kept.

Returning to original SSA – The SSA came about because the previous method of BIA wasn't working, so they made the shared service agreement.

David spoke about how influential the BIA has been in the past, such as in the 90's when BIA got council to remove parking meters. Over the years the BIA has lost responsibilities and our budget/levy has been unchanged. He implied we should increase it as the city has to pick up slack. Kerry was brought in to bring more businesses downtown to improve the levy and BIA operations. He also stated that the downtown area deserves better so we should move past this, in a way that is good for everyone. He also added that mediation takes a long time and we may be waiting until the end of the year before the process can begin. We would need to create briefs and other information; it's a process and costs money on both sides. We could change course and resolve within instead of using a third party. Mediation had been put on hold while waiting to hear back from Ombudsman, which they responded and said we should exhaust our options before bringing them in.

Simon asked why the BIA budget/levy is low. It was explained that the BIA lowered rates during COVID to give business/building owners a break. The BIA has been slowly raising it to get back up to the original budget. The BIA sets a budget and the net amount is the levy, the treasurer will then divide that amongst businesses in BIA area to calculate levy amounts.

It also came up that the city offers a community improvement budget that includes tax grant backs, \$20,000 per building per year for improvement. The money goes back because your property value has gone up. It is over a 5-year period to adjust to the new cost. There was a cap set recently as some building add so many units that it would take all city savings. They must collect taxes and then give them back, they can't not collect taxes.

## **David and Brad left the meeting at 7:25pm.**

Regarding the various options on BIA structure and how to move forward, each member shared their option on the best option:

TJ – He likes the shared service agreement, likes our working agreement. Kerry isn't going anywhere, she should report to the board and work closer together. We have lost focus as a board and should go back to improving downtown. Kerry needs to report to the board with updates. *Kate mentions updating verbiage instead of creating new agreement, saying that Kerry would speak with BIA board about updates. Holly-Jo points out in the past we have asked things of Kerry and she has gone ahead with things without permission.*

Jason – Agrees with TJ, keep the shared service agreement. He noticed lot of personal conflicts instead of shared vision.

Osman – Mentioned that he came on board at crazy time. He thinks we should work with the city. Agrees with TJ and Jason to continue with the agreement.

Holly-Jo – Asked about mediation. *Fidel explained we wanted to mediate together. We could avoid mediation and just work it out with the city. If we worked it out we would take mediation off the table. Kate explains that Ombudsman dropped mediation because we already had mediation in the contract but board members could reach out and ask questions. Anyone could still be pursuing but it's not a board matter anymore.* Holly-Jo said to continue with the shared service agreement out of these options.

Simon – He thinks we should continue with the current shared service agreement and work it out with the city. He thinks we would lose advocacy if we went other ways.

Thessaly – Agrees to keep shared service agreement or modify it.

Fidel – Thinks we should stick with the shared service agreement or modify it.

Kate – Thinks we should stick with the shared service agreement or modify it.

Kate suggested 2 motions, one for what to do about the SSA and one to see if we dismiss mediation.

### **Motion to follow path of Revised Shared Agreement –**

First Osman, Second Holly-Jo, All in favor.

Fadel will let city know we want to enter talks about agreement.

We spoke about the possibility of withdrawing the request for mediation, as we could always ask for mediation again. Kate said we should withdraw to show good faith and because it's an election year, which could impact how things progress. Josh said we should wait to pull mediation as we could use it as leverage. Osman said the city showed good faith by showing up (David and Brad) so we should cancel mediation. Thessaly and TJ think we should show good faith and withdraw mediation.

**Motion to withdraw mediation –**

First Simon, Second Kate, All in favor.

Duane will send out current SSA to all board members so it can be reviewed.

Fidel and Kate offered to represent the BIA in talk with the city, Osman also volunteered.

Holly-Jo requested that the list of complaints about the SSA be sent out again so everyone can review it; Fadel will dig that up and send it out.

- Fadel suggested that the BIA should greet new downtown businesses and give them a welcome basket. He has asked Brad if city will chip in. We would go back as far as 2025 to give new businesses the baskets. It was mentioned that we had previously tried to establish 'Block Captains' that would watch out for new businesses and inform the BIA board.
- Fadel has been working on a shared drive that all board members could access to find information. Duane will send out the link to members.
- We spoke about needing more members on various committees, someone will send out a list of committees and their regular meeting times to board members so they can decide which one(s) to join.

**10. ADJOURNMENT****Motion to adjourn –**

First Josh, Second Osman, All in favor

**Meeting adjourned at 8:12pm.**

**BUSINESS IMPROVEMENT AREA  
2026 Draft Budget**

REVENUES	BUDGET	ACTUAL	DIFFERENCE	MONTHLY EXPENSES	SUGGESTED EXPENSES	10% LEVY INCREASE	15% LEVY INCREASE	20% LEVY INCREASE
2030-84260-0251	Interest Earned	\$50.00	\$86.50	\$36.50		\$50.00	\$50.00	\$50.00
2030-84260-0252	Levy	\$205,525.00	\$205,525.00	\$0.00		\$226,077.00	\$236,354.00	\$246,630.00
2030-84260-0253	Revenue - Surplus Prior Year	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
2030-84260-0254	Revenue - Government Subsidy	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
2030-84260-0256	Miscellaneous Revenue	\$0.00	\$1,000.00	\$1,000.00		\$0.00	\$0.00	\$0.00
2030-84260-0258	Oxford Economic Stimulus Fund	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
2030-84260-0259	Revenue - Vendor Sales & Sponsorships	\$25,000.00	\$13,006.82	-\$11,993.18		\$10,000.00	\$10,000.00	\$10,000.00
2030-84260-0263	Associate Memberships	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
2030-84260-0262	Additional Taxes	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
2030-84260-0265	Santa House/Ornaments	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
2030-84260-0255	Contribution from Bad Debt Res.	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
2030-84260-0267	Cont. from Automation Reserve	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
2030-84260-0266	Cont. from Beautification/Marketing Res	\$0.00	\$0.00	\$0.00				

TOTAL REVENUES

**\$230,575.00   \$219,618.32**

\$236127.00   \$246404.00   \$256680.00

EXPENDITURES

2030-84260-0102	Salaries & Wages. Overtime	\$0.00	\$0.00	\$0.00				
2030-84260-0103	Salaries & Wages, Part Time	\$56,000.00	\$35,527.40	\$20,472.60	\$40,856.51			
2030-84260-0105	Vacation Pay	\$2,800.00	\$1,459.01	\$1,340.99	\$1,677.86			
2030-84260-0108	Stat Pay	\$0.00	\$1,351.77	-\$1,351.77	\$1,554.54			
2030-84260-0106	Sick Time	\$0.00	\$0.00	\$0.00	\$0.00			
2030-84260-0151	C.P.P.	\$2,000.00	\$2,126.65	-\$126.65	\$2,445.65			
2030-84260-0152	E.I.	\$880.00	\$979.92	-\$99.92	\$1,126.91			
2030-84260-0154	Employers Health Tax	\$720.00	\$832.31	-\$112.31	\$957.16			
2030-84260-0170	Meetings, Luncheons & Mileage	\$2,090.00	\$1,072.34	\$1,017.66	\$1,072.34			
2030-84260-0171	W.S.I.B.	\$1,200.00	\$1,459.71	-\$259.71	\$1,678.67			
2030-84260-0198	Pay in lieu of Benefits	\$2,400.00	\$3,395.18	-\$995.18	\$3,904.46			
2030-84260-0302	General Insurance	\$100.00	\$103.00	-\$3.00	\$103.00			
2030-84260-0312	Printing & Office Supplies	\$400.00	\$948.97	-\$548.97	\$500.00			
2030-84260-0313	Subscriptions & Memberships	\$1,000.00	\$2,120.62	-\$1,120.62	\$1,200.00	\$1,200.00		
2030-84260-0315	Advertising	\$20,000.00	\$21,698.80	-\$1,698.80	\$20,000.00			
2030-84260-0318	Conventions & Conferences	\$1,500.00	\$2,637.84	-\$1,137.84	\$1,500.00			
2030-84260-0322	Unallocated Visa	\$0.00	\$0.00	\$0.00	\$0.00			
2030-84260-0348	Publicity & Public Relations	\$0.00	\$2.46	-\$2.46	\$0.00			
2030-84260-0350	Telephone	\$550.00	\$1,079.65	-\$529.65	\$1,200.00	\$1,200.00		
2030-84260-0351	Electricity	\$0.00	\$0.00	\$0.00	\$0.00			
2030-84260-0352	Heat	\$0.00	\$0.00	\$0.00	\$0.00			
2030-84260-0393	Shared Services Agreement	\$50,000.00	\$45,833.36	\$4,166.64	\$50,000.00			
2030-84260-0427	Santa House	\$5,000.00	\$6,653.46	-\$1,653.46	\$7,000.00			
2030-84260-0480	Beautification	\$30,000.00	\$5,871.82	\$24,128.18	\$1,000.00	\$25,000.00		
2030-84260-0488	Office Rental	\$0.00	\$0.00	\$0.00	\$0.00			
2030-84260-0497	Promotions	\$50,000.00	\$80,149.94	-\$30,149.94	\$62,000.00			
2030-84260-0600	Tax adjustments	\$3,935.00	\$11,071.27	-\$7,136.27	\$5,500.00			
2030-84260-0755	Prov for Bad Debt Allowance	\$0.00	\$0.00	\$0.00	\$0.00			
2030-84260-0756	Prov for Automation	\$0.00	\$0.00	\$0.00	\$0.00			
2030-84260-0771	Prov for Marketing & Beautification	\$0.00	\$0.00	\$0.00	\$0.00			

TOTAL EXPENDITURES

**\$230,575.00   \$226,375.48**

\$230,277.08