



FY 2026 – Q4 BOARD MEETING
NATIONAL LANDING BID
Wednesday, April 29, 11:00 am – 1:00 pm
1550 Crystal Drive, Suite 420, Arlington VA 22202

Meeting Minutes

Directors Present:

Judy Freshman, Christina Brady, Mark Carrier, Kimberly Driggins, Franki Fitterer, Nick Giacobbe, Freddie Lutz, Dolores Navia, Abbey Oklak, Robert Peck, Gary Cook, Aubrey Dennis-King Fenton, Shannon Flanagan-Watson, Chris Madoo, Catherine Anchin, Donna Marquez, Andrea Murray, Mara Olguin, Katharine Ange, Stacey Brayboy, Kedrick Whitmore (Counsel)

Directors Attending Remotely: Patrick Phillippi, Ashleigh De la Torre, Regina Rees

Directors Absent: Shavini Fernando, Rock Harper, Harmar Thompson, Kingdon Gould

Staff Present: Tracy Sayegh Gabriel, Rob Mandle, Malaika Scriven, Madeline Long, Erica Rivera, Elissa Staley, Haroni Tewolde

Guests: Susan Cunningham Arlington County Board, Will Owens (Student at Virginia Tech's Executive Masters in Natural Resources), Veronica Ilacqua (DNCO), Shannon Duffy (DNCO), Katy Angus (DNCO)

Welcome & Introductions

- Kimberly Driggins called the meeting to order and welcomed attendees.
- Kimberly noted that this would be her final meeting serving as Board Chair but that she would remain on the board.
- Virtual participants and guest attendees were asked to introduce themselves.
- The renewal of Tracy's contract for an additional five-year term was announced.

Chair's Report

Recent Wins

Garage Races

- Tracy highlighted that the Garage Racing National Championships attracted more than 200 participants and over 1,000 spectators.
- Tracy reported strong digital engagement from the event, including over 5,000 website visits in a single day, a 96% increase in social engagement, and more than 35 media placements, including NPR.
- Tracy thanked JBG SMITH for their continued partnership in supporting the event.

Arlington Junction Park

- Tracy announced the opening of Arlington Junction Park, located at South Eads Street and Army Navy Drive, noting its role as a new community green space near Amazon's HQ2.

Social Media

- Tracy reported that the organization surpassed 20,000 Instagram followers, attributing growth to consistent content, event promotion, and influencer partnerships.
- Tracy introduced Susan Cunningham to the group.

NIQ

- Tracy reported that NIQ held its first Board meeting this quarter and is developing a centralized clearinghouse of programming for sponsors while formalizing its structure.
- Tracy highlighted recent efforts such as AED's TechLaunch Pad, where more than 20 global tech and national security companies engaged with National Landing's innovation ecosystem.
- Katharine Ange expressed appreciation to Tracy and voiced support for the group's efforts.

Approval of Q3 Board Meeting Minutes

- **Motion:** Gary Cook
- **Seconded:** Mara Olguin
- **Discussion:** None
- **Approved:** Unanimously
- **Opposed:** None
- **Abstention:** None

Brand Presentation

- Mara and Franki introduced the brand refresh process and invited DNCO to present a preview ahead of the Annual Meeting.
- Mara and Franki highlighted DNCO's research, community engagement, and place-branding expertise, noting the resulting brand captures National Landing's unique identity and strengthens storytelling efforts.
- Tracy thanked contributors to the process and transitioned the presentation to DNCO

Presentation Overview

- **Shannon** outlined the presentation agenda, including discovery, brand narrative, and visual identity.

Discovery Findings

- Shannon summarized that the discovery process identified a need to strengthen National Landing's emotional appeal, better communicate its connectivity and relevance, differentiate its identity, and leverage distinctive programming to create a more memorable and compelling brand.

Brand Narrative

- Shannon presented the brand narrative, shifting the focus from defining “where” National Landing is to articulating “why” it matters, emphasizing a surprising and dynamic lifestyle captured in the tagline “The Everyday Unexpected.”
- Shannon highlighted key messages centered on community, distinctive programming and parks, strong connectivity, a growing innovation ecosystem anchored by National IQ, and the unification of three neighborhoods into one cohesive community.

Visual Identity (Katy)

- Katy presented the visual identity, highlighting a flexible and vibrant color palette, dynamic typography, and a logo inspired by shapes within the community, along with playful geometric elements and a hummingbird mascot.
- Katy demonstrated how the brand translates across applications, including social media, merchandise, corporate materials, and a website mock-up featuring event highlights, neighborhood information, business and innovation content, and user-friendly navigation.

Discussion

- Tracy clarified that the hummingbird could serve as a concierge within the website
- Stacey Brayboy raised concerns about the accuracy of proximity messaging (e.g., “2 minutes to DCA”), prompting discussion; Tracy noted adjustments may be made; while Gary Cook supported retaining it based on Metro access, with general agreement on ensuring authenticity.
- Shannon expressed support for the overall design and raised the need to better position National Landing within the broader Arlington context, which Tracy acknowledged would require additional supporting copy.
- Robbie Peck expressed support for the brand direction, highlighting the flexibility of the color palette, versatility of the logo, and the storytelling potential of the hummingbird and “unexpected” elements.
- Andrea Murray raised questions about the connection between Business & Innovation and NIQ, emphasizing the need to balance the “unexpected” lifestyle message with the expectations of office tenants.
 - Katy clarified that the tagline is primarily intended for lifestyle branding, while Tracy and Robbie emphasized the need to strengthen and elevate Business & Innovation messaging.
- Judy asked about wayfinding and banner design, and Tracy noted that banner concepts are in development to reflect neighborhood identity and branding.
- Christina Brady expressed enthusiasm for the tagline and visual direction but noted a need for clearer articulation of its meaning and consistency in visual application; Katy clarified that illustrations would be used sparingly, with bolder shapes forming the core system.
- Aubrey Fenton recommended testing the color palette for accessibility, particularly for color-blind users.
- Katharine Ange supported the brand personality and raised questions about integrating Business & Innovation messaging with the “unexpected” positioning.
- Andrea Murray emphasized the importance of clear and accessible messaging for prospective businesses, which Mara acknowledged as a priority.
- Gary Cook raised concerns that the brand does not strongly reflect the defense tech sector or highlight key assets like the Pentagon, and questioned the longevity of the lime green color choice.

- Tracy and Franki noted the color palette is both distinctive and an evolution of existing branding, while Andrea Murray suggested incorporating the Pentagon as part of the innovation narrative.
- Tracy emphasized the need to balance industry representation with a broader brand that appeals to businesses, residents, and workers without overemphasizing defense tech.

Treasurer's Report

Revenue:

- Robbie shared that revenue actuals are ahead of budget at about 104% - this is driven in part by the BID's role in receiving National IQ sponsorships while they work to establish their bank accounts. Those innovation district sponsor funds will be transferred to NIQ in June.

Expenses:

- Expenses are tracking at about 91% compared to last quarter's 92% and represents an improvement over last year when we were at about 88% of plan.
- Events and Marketing are tracking slightly ahead but close to plan.
- Administration is slightly behind but still close to plan.
- Economic Development, Public Realm, and Transportation remain behind plan with several large-scale projects like 12th Street Public Art, targeted Landscape Enhancements, and the Banner Overhaul expected to cross into the next fiscal year.
- 37% of the project reserve has been spent and expect that to accelerate considerably into Q4, but with some projects extending into the next fiscal year.
- The Operating Contingency has been utilized to cover unplanned hiring costs, updates to the BID's Conference Room Audio, and to pay FY2025 invoices received after the fiscal year close.

Year-End Variances:

- There are variances expected greater than \$50,000 in several program areas
 - Higher than budgeted event sponsorships have supported additional effort and spending in both Events and Marketing;
 - Additions to the Brand Refresh project scope have also contributed to additional spending in Marketing;
 - The BID has been the intermediary recipient of sponsorship revenue for the National Innovation Quarter which will be transferred to that entity as soon as a bank account has been established and an invoice issued.
- Robbie noted that these variances over \$50K require County Manager notification.
- Spending in Public Realm, Transportation, and Administration is projected to be close to budget and in some cases under budget with funds supporting the higher than budgeted spending in other program areas.
- Due to the departure of Events and Activations Associate, Olivia Osborne, the BID expects additional draws from the Operating Contingency to support hiring efforts.

FY27 Carry Over:

- There remains some uncertainty around the timing of anticipated expenditures that will push some expenses into FY2027.
- For example several projects like the Brand Refresh, annual landscape enhancements, and our next placemaking/mural project are likely to be initiated this quarter, but not completed.

- A conservative estimate of this potential carry over request could be as high as \$511,000. This total consists of:
 - \$400,000 of unspent FY2026 Operating funds budgeted for the new Banner Installation, 2026 Landscape Enhancements, Public Art deployment, Green Print, and the purchase of new trash receptacles for 23rd Street.
 - \$111,000 of unspent FY2026 Project Reserve funds intended for Green Print and Implementation of the 12th Street Public Art and Placemaking Initiative
- Additionally, the BID has allocated some funding from this potential carry over to support NIQ and Trust for National Landing initiatives.
- This carry over request would also include up to \$205,000 of unspent Operating Contingency funds – note that carried over operating funds would also be used to fill the Operating Contingency to its budgeted FY2027 cap of \$267,200.
- I want to emphasize that this is an “up to” amount and it is likely to be much less than outlined here.
- Actual carryover may be lower.

Motion: Approve a request to the County Manager to carryover up to \$511,000 of unspent FY2026 funds into a FY2027 Project Reserve fund AND to notify the County Manager of possible variances in Events, Economic Development, and Marketing exceeding \$50,000?

- **Motion:** Gary Cook
- **Seconded:** Dona Marquez
- **Discussion:** None
- **Approved:** Unanimously
- **Abstention:** Shannon Flannagan-Watson

Strategic Plan

- Tracy introduced the Strategic Plan effort, emphasizing its role in defining the BID’s future direction through stakeholder engagement and a clear three-year strategy with actionable priorities.
- Tracy outlined key focus areas, including service prioritization, evolving the BID’s role, and integration with the broader district ecosystem.
- Tracy facilitated a board poll to gather input on top priorities for the next five years, with responses highlighting themes such as office leasing, wayfinding, and events.
- Shannon inquired about the project kickoff timeline to help inform future work planning.

Committee Report Outs

Nominating Committee

- Kimberly reported that, per the BID Bylaws, the Executive Committee served as the Nominating Committee and met to review Board vacancies and potential candidates for FY2026.
- Kimberly reminded the Board that directors serve staggered three-year terms and noted that the current class up for renewal has expressed interest in continuing their service.

Board Vacancies

- Tracy reported four Board vacancies, including recent resignations, and expressed appreciation for departing members.

- Tracy shared that the Nominating Committee proposed replacements to maintain representation among top property owners and major employers.
 - Erik Rison of Boeing to replace Joe Oyler
 - Giacomo Barbieri of Gould Property Company to replace Kingdon Gould
- Tracy noted that two additional Voting Director seats remain open, with outreach underway to potential candidates representing a commercial tenant and a top property owner.
 - Former Beacon Seat
 - Former Rasa Seat

Discussion

- Gary Cook suggested considering a National IQ representative for a Board seat, with Tracy noting it may be appropriate once an Executive Director is hired.
- Board members discussed NIQ's role as a newly formed innovation district organization focused on connecting academia, public, and private sectors through programming and marketing.
- Tracy offered to share additional information, and Catherine Anchin noted AED's considerable efforts towards the formation of NIQ and listed it as an opportunity for a future Board presentation to provide more detail on NIQ's work.
- Dolores Navia suggested consideration of nomination of Robert Vaughan of Dweck Properties as a potential second seat
- Kimberly noted that the proposed Board slate remains compliant with BID Bylaws and Business Plan guidelines, including representation across ownership, gender, diversity, geography, and market sectors.

Motion: Approve FY2027 Board Slate

- **Motion:** Robert Peck
- **Seconded:** Stacey Brayboy
- **Discussion:**
 - Dolores asked about the timing for filling the remaining vacancies, and Tracy indicated updates would be provided at the Q1 Board meeting.
- **Approved:** Unanimously
- **Opposed:** None
- **Abstention:** None

Motion: Approve the proposed FY2027 Slate for Officers and Executive Committee Membership

- **Motion:** Gary Cook
- **Seconded:** Abbey Oklak
- **Discussion:** None
- **Approved:** Unanimously
- **Abstention:** None
- **Opposed:** None

23rd Street

- Freddie Lutz provided an update on enclosed trash receptacles along 23rd Street, noting ongoing coordination with Arlington County.

- Freddie shared that the committee reviewed a resolution to outline committee membership and quorum requirements as well as voting authority.

Planning and Development

- Dolores Navia provided updates on planning and development initiatives, including the sign ordinance, NIQ website, and progress on the Americana site plan extension.
- Dolores also highlighted two upcoming projects and discussed Open Rewards and placemaking efforts along 12th Street and Route 1.

Equity

- Stacey Brayboy highlighted participation in Black History Month and Women's History Month initiatives and noted upcoming events, including BizLaunch's AAPI program and a minority vendor showcase, as well as planning for Pride Month and Juneteenth engagement.

Transportation

- Malaika provided updates on transportation initiatives, including BID input on the CC2DCA project related to design and accessibility, and progress on the Crystal City Metro East entrance project, expected to open in 2027.

The Trust for National Landing

- Rob reported that the Trust for National Landing has officially filed for 501(c)(3) status, enabling it to begin operations, with next steps focused on defining priorities, identifying funding opportunities, and addressing any IRS follow-up items.

BID Updates

CC2DCA Update

- Tracy thanked the Board for feedback on CC2DCA design priorities and provided an update on discussions with VRE leadership regarding a potential second elevator to improve accessibility, pending cost estimates and funding.
- Tracy noted that the County has approved digital signage.

12th street underpass initiative

- Tracy reported ongoing coordination for pigeon remediation and site clean-up at 12th Street and Route 1, along with an invitation-only design competition, with an award anticipated in June.

Director Updates

- Shannon reported that the Arlington County Board adopted the FY27 budget, including the BID's tax rate and work plan.
- Susan Cunningham expressed support for the budget.
- Mark Carrier inquired about the tax rate increase, and Susan Cunningham confirmed a 0.02 cent increase in the property tax rate.

Upcoming Dates:

Annual Meeting

- Tracy shared the Annual Meeting will be held at Concorde on Wednesday, May 27.

Closing Remarks

- Tracy thanked Kimberly for her leadership over the past two years, as well as the Executive Committee and Board Officers.
- Tracy noted details for the upcoming Annual Meeting.
- Tracy shared that invitations for the FY2027 meeting calendar will be distributed.
- Kimberly thanked the Board and adjourned the meeting.