



FY 2026 – Q2 BOARD MEETING

NATIONAL LANDING BID

Thursday, October 30, 2025, 11:00 am – 1:00 pm

1550 Crystal Drive Suite 420 Arlington VA 22202

Meeting Minutes

Members Present: Catie Anchin, Katharine Ange, Christina Brady, Gary Cook, Ashleigh De La Torre, Kimberly Driggins, Franki Fitterer, Shannon Flanagan-Watson, Nick Giacobbe, Rock Harper, Freddie Lutz, Chris Madoo, Donna Marquez, Andrea Murray, Dolores Navia, Abbey Oklak, Mara Olguin, Robert Peck, Patrick Philippi, Harmar Thompson

Members Absent: Stacey Brayboy, Mark Carrier, Shavini Fernando, Joe Oyler, Aubrey Dennis-King Fenton, Judy Freshman, Regina Rees, Kingdon Gould III

Staff Present: Tracy Sayegh Gabriel, Rob Mandle, Malaika Scriven, Elissa Staley, Madeline Long, Haroni Tewelde, Caroline Secrest

Others Present: Kedrick Whitmore (Counsel), Chris Roemersma (TKR), Les Williams (Enclave Holdings), Linh Le (CorePower Yoga), Rita Dogbo (CorePower Yoga)

WELCOME & INTRODUCTIONS

- Kimberly Driggins officially called the Q2 meeting to order.
- Kimberly welcomed Caroline Secrest, the newest member of the BID team. Caroline shared her background as Senior Content Manager at Visit Alexandria and expressed enthusiasm for joining the organization.

BOARD ORIENTATION

- Kimberly introduced Ked Whitmore, General Counsel to National Landing BID and noted that the Board Orientation is typically held during the Q1 meeting; however, it was postponed to Q2 due to schedule conflicts at that time.
- Ked introduced himself and led the Board through the orientation presentation. He emphasized that while the session served as a refresher for most attendees, providing foundational context remains a best practice for nonprofit organizations—both for onboarding new Directors and for offering periodic reminders to those with longer tenure.

- Ked reviewed key topics related to governance and management, including governing authority and structure, as well as board responsibility and accountability, covering standards of conduct, risk management, and liability considerations.

GOVERNANCE AND MANAGEMENT DISCUSSION

- Tracy clarified that Board Directors are encouraged to maintain relationships with committee leaders and may collaborate with staff to support the BID's work.
- Shannon asked whether Arlington County holds four or five Board seats.
 - Tracy and Rob agreed to verify and follow up.
- Ked concluded the discussion by noting that the BID is intertwined and operates in conjunction with the County.

BOARD RESPONSIBILITY AND ACCOUNTABILITY DISCUSSION

Standards of Conduct

- Shannon Flanagan-Watson provided context on the County's process for reviewing the Work Plan and Budget, noting its relevance to the Board's oversight responsibilities.
- Andrea Murray inquired about the process for stakeholder participation and how stakeholders are represented.
 - Ked explained that, at a high level, the BID's work benefits all stakeholders collectively, though occasional individual issues may arise. He emphasized that transparency and disclosure are key to maintaining trust and accountability, noting that Directors should share when their organizations support particular initiatives so that all parties remain informed.
 - Tracy added that, in directing the BID's work, the focus should be on serving the broader organizational mission.
 - **Rob** shared that the **strategic planning process** offers an important avenue for stakeholder engagement, allowing broader participation and input into the BID's long-term vision.

CHAIR'S REPORT

- Kimberly thanked Ked for his thorough overview and expressed appreciation to all Directors for their continued commitment to modeling strong board governance.
- Kimberly reported that the BID played a central role in the International Downtown Association (IDA) Annual Conference, which took place in Washington, D.C. in September. The IDA serves as the professional association for Business Improvement Districts (BIDs) worldwide.
- Because the conference was hosted locally, the BID had the opportunity to showcase National Landing through a mobile tour that was very well received by approximately 50 participants, including attendees from as far away as Japan.
- In addition, the BID was featured on several conference panels covering topics such as branding. Kimberly also participated in a placemaking panel alongside Ashley Labadie from the BID team.

RECENT WINS

- Tracy provided an overview of recent achievements across BID events, sponsored partnerships, marketing performance, and new retail openings.
- **BID Events – Fridays at the Fountain | NaLa Noches | FIT**
 - Summer programming at Water Park launched the new fiscal year on a high note. FIT @ The Fountain continued as the BID’s most popular fitness series, while Fridays at the Fountain achieved record attendance—drawing over 350 participants at peak and more than 1,000 total attendees throughout the season.
 - Fall programming expanded fitness offerings to Potomac Yard and Met Park, and the BID introduced NaLa Noches: A Latin Music Series at Met Park, made possible with support from Amazon.
- **Sponsored Events – AI Unlocked | DC Start-Up Week**
 - The BID sponsored two major innovation convenings—AI Unlocked and DC Start-Up and Tech Week—which together attracted thousands of participants exploring National Landing’s emerging innovation district. These events provided valuable opportunities to highlight the area’s growing role as a premier technology hub in the Washington, D.C. region.
- **Record Marketing Metrics**
 - This quarter marked record-breaking marketing performance across multiple channels. Tracy deferred a detailed discussion to the Marketing Committee update, which would provide a deeper dive into these achievements.
- **Retail Openings**
 - Between July 24th and Sept. 30th, National Landing welcomed three new restaurants: Gwenie’s Pastries, Lapu Lapu, and Toastique. Although technically part of Q2, the BID also celebrated the openings of Whole Foods Daily Market, Daydrift Books & Café, and Pi BBQ & Bar, as well as the graduation of Falafel Inc. from its Water Park kiosk to a brick-and-mortar location on 23rd Street and South Eads Street.
 - In total, 28 new retail businesses have opened in National Landing so far in 2025—surpassing both 2024 (13) and 2023 (24).

RECENT WINS DISCUSSION

- Roc Harper, of Queen Mother’s, shared positive feedback regarding the economic climate and business activity in National Landing.

Q1 MEETING MINUTES

- Kimberly introduced the first order of business: approval of the Q1 Meeting Minutes.
- Kimberly acknowledged that the draft version had inadvertently omitted a few Directors from the attendance list. This error has been corrected in the current version provided in the meeting packets. She extended appreciation to Christina Brady for her careful review and attention to detail in identifying the omission.

Motion on Approval of FY2026 Q1 Board Meeting Minutes

- Motion: Robbie

- Seconded: Mara
- Abstention: Ashleigh De La Torre; Aubrey Dennis-King Fenton; Judy Freshman; Catherine Anchin; Joe Oyler; Katharine Ange; Kingdon Gould; Gary Cook; Shavini Fernando; Patrick Philippi
- Discussion: None
- Approved Unanimously
- Opposed: None

AUDIT FINDINGS

- Kimberly introduced Robbie Peck, BID Treasurer and Chair of the Audit Committee, to present the Treasurer's Report and provide an overview of the FY2025 Audit Findings.
- Robbie began by outlining the agenda for this portion of the meeting, which included:
 - An overview of the FY2025 audit findings,
 - A review of the final FY2025 financial close, and
 - A discussion of year-to-date spending and the expenditure forecast following the first quarter close for FY2026.
- Robbie noted that the BID's auditor of record, TKR, has continued to serve in this role for several years. The audit committee met with TKR on October 17 to review the financial statements and findings. Robbie reported that the audit process was smooth, efficient, and did not identify any major deficiencies or areas of concern for either TKR or the Audit Committee.
- To provide a more detailed overview, Robbie welcomed Chris Roemersma from TKR to present the audit findings to the Board.
- Chris outlined the key discussion topics, which included:
 - The status of the financial statement audit;
 - Required auditor communications including the AU-C 260 Letter, which is an internal control letter typically issued if deficiencies are identified; and
 - Highlights noting that no new accounting standards were adopted for the fiscal year ending in June 30, 2025.
- Robbie thanked Chris for the partnership in ensuring a smooth and efficient audit process and invited questions from the Board for either Chris or the Audit Committee.

AUDIT FINDINGS DISCUSSION

- Dolores Navia raised a question regarding the economic development line items, asking for clarification on what is classified under this category.
 - Rob provided examples such as the Innovation District research and AI Unlocked sponsorship.
 - Dolores expressed interest in understanding more about how these allocations are determined.
 - Rob confirmed that there were no substantive changes to the underlying budget structure.
 - Robbie added that, in some cases, the scope of vendor work can overlap categories, and as a result, the BID does not allocate every invoice line-by-line between advertising and other related items.

- Tracy concluded the discussion by noting that the staff will follow up with additional detail on these allocations for the Board's review.

Motion to approve the FY2025 Audit Report

- Motion: Christina Brady
- Seconded: Gary Cook
- Abstention: Shannon Flanagan-Watson, Stacey Brayboy, Mark Carrier, Shavini Fernando, Joe Oyler, Aubrey Dennis King Fenton, Judy Freshman, Regina Rees, Kingdon Gould III,
- Discussion: None
- Approved Unanimously
- Opposed: None

Note: Shannon abstaining because the Audit Report is being submitted to the county.

END OF YEAR SOFT CLOSE

- At the July Board Meeting, the BID presented its "soft close" to provide a pre-audit snapshot of the organization's end-of-year financial position.
- While these figures are subject to adjustment as late invoices are processed and the annual audit is finalized, the soft close provides a reliable representation of the BID's financial standing. It also enables the Board to make timely decisions regarding carryover requests and to complete the required County Manager notification when there are significant variances in spending relative to the approved budget.
- This year, the difference between the pre-audit and post-audit figures was minimal—a variance of less than \$3,000 in expenses. For comparison, the variance in FY2024 was \$19,000, and in FY2023 it was \$31,000.
- Although the variance was small, a slight adjustment was made to reduce the FY2026 Project Reserve to reflect the corresponding decrease in FY2025 funds carried over into the new fiscal year.

FY2026 Q1 CLOSE

- Robbie presented the FY2026 First Quarter Close, noting that year-to-date expenses were tracking at approximately 96% of plan, reflecting a more accelerated start to spending than is typical this early in the fiscal year.
- Events and Public Realm expenditures were tracking closely to budget, while Transportation and Economic Development remained slightly behind.
- Spending in both Administration and Marketing was over budget.
- Administration costs were primarily associated with additional furniture and equipment purchases related to the BID's move into its new office.
- Higher marketing expenditures were driven by the early execution of several annual advertising contracts, which were processed earlier in the fiscal year than in prior years.
- Robbie also reported that the Executive Committee had authorized the use of Operating Contingency funds to support the recruitment of a new Marketing and Communications Manager, following Luke Fichter's resignation in August.

FY2026 FORECAST

- Looking ahead to the end-of-year forecast, BID staff anticipate that Economic Development, Marketing, and Transportation will end the fiscal year close to budget.
- The Events category is currently projected to exceed budget by approximately \$100,000, a variance that is expected to be fully offset by higher-than-anticipated sponsorship revenue.
- Conversely, Administration and Management spending is expected to remain above budget through year-end, but this will be balanced by reductions in planned landscape enhancements and public art projects. Several art initiatives associated with the Route 1 Underpasses are progressing more slowly than anticipated, freeing up funds to offset these expenses.
- Finally, Robbie noted that the County's Appeals Reserve Fund currently exceeds the maximum 5% of budget level established by the BID's service agreement. As a result, the BID anticipates an additional \$130,000 disbursement from the County this winter. Depending on the outcome of annual assessment appeals, these funds may also be used to help offset higher-than-budgeted Administration and Management costs.

FY2026 FORECAST DISCUSSION

- Dolores Navia asked for clarification on whether the County maintains its own financial figures separate from the BID's projections. Tracy explained that while both the County and the BID track related budget data, no adjustments will be made to the BID's operating budget for the current fiscal year. The next budget forecast will be shared in January, when the County provides its annual budget outlook.
- Dolores noted that, in previous years, the BID had received advance notice regarding assessment appeals. Rob added that the \$130,000 disbursement referenced earlier represents funds held above the 5% maximum in the County's Appeals Reserve Fund.
- Shannon inquired whether the administrative budget overages were expected to continue through the end of the fiscal year.
 - Tracy confirmed that while the BID has historically underspent on administrative costs, this year's increase reflects the true cost of operating from the new office. She emphasized the need to adjust the administrative budget upward in future planning to more accurately reflect ongoing operational needs.

FINANCIAL POLICIES UPDATE

- The BID staff completed a comprehensive update to the Accounting and Procedures Manual.
- This update primarily focused on documenting revisions to standard practices that resulted from the implementation of new financial systems over the past several years, including Bill.com and Expensify. The revised manual also establishes a clearer division of responsibilities and formally documents the BID's internal controls to enhance organizational resilience and financial protection.
- Additionally, the update provides staff with greater detail and transparency regarding accounting and bookkeeping procedures, improving both understanding and operational efficiency across departments.

- Rob noted that this effort was fundamentally about documenting and formalizing the BID's standard practices to ensure consistency and clarity across the organization.
- Robbie invited any questions from the Board regarding the update.
- Robbie also noted that the BID has begun exploring opportunities to leverage available cash reserves to take advantage of interest-earning options, as previously discussed during the Q1 meeting. The recommended next step is to establish a money market account with Vanguard or a similar financial institution, which would allow the BID to earn approximately 4% interest on its project and contingency reserve funds.
 - Rob shared that in the past there had been a money market account.
- **DISCUSSION**
 - Christina asked how long the BID has worked with its current auditors and whether there is a standard practice for rotating firms.
 - Rob responded that the BID has engaged the same auditor since 2019 and agreed that rotating auditors every 5–10 years is considered a best practice and can help ensure competitive pricing. Christina further suggested that even if the BID continues with the same firm, it may be beneficial to change the lead auditor periodically to bring a fresh perspective.
 - Tracy reflected on the BID's progress underscoring how far the organization has come in improving its financial systems and governance.
 - Christina commended the finance team for its strong performance and the substantial work that went into developing updated financial policies and procedures.
 - Robbie added that systems such as Bill.com and Expensify have significantly strengthened financial governance by enforcing consistent controls and providing robust tracking capabilities.

ANNUAL REPORT

- Tracy reported that in July, the Board approved the draft text of the FY2025 Annual Report. The report has since been updated with post-audit financials and is now ready for submission to Arlington County, well in advance of the December 1 deadline.
- Kimberly commended the report, noting that it is high-quality, easy to read, and expressed appreciation to the staff team for their excellent work in preparing it.

Motion to approve the FY2025 Annual Report

- Motion: Patrick Philippi
- Seconded: Abbey Oklak
- Abstention: Shannon Flanagan-Watson; Stacey Brayboy; Mark Carrier; Shavini Fernando; Joe Oylar; Aubrey Dennis-King Fenton; Judy Freshman; Regina Rees; Kingdon Gould III;
- Discussion: None
- Approved Unanimously
- Opposed: None

FY2027 WORK PLAN

- Tracy reported that the BID has been coordinating with Arlington County agencies over the past several months on the development of the FY2027 Work Plan.
- The proposed plan continues many ongoing initiatives outlined in the BID's 2023 Strategic Framework, which have been incorporated into the organization's annual work plans over the past several years. In addition to these continuing efforts, the FY2027 Work Plan introduces several new key initiatives, including:
 - Development of a Strategic Plan to guide preparation of the FY2029 Work Plan;
 - Office scenario planning to evaluate potential staff expansion needs;
 - Implementation of new programming approaches, including the use of interior vacant spaces for activation; and
 - Participation in Arlington County's update of the Public Spaces Master Plan.
- Both the draft text of the Work Plan and a redlined version comparing changes from the current fiscal year are available in the digital board folder for review.
- While the Board is being asked to approve the language of the Work Plan at this meeting, revisions may be required later in the fiscal year to reflect the outcomes of Assessment Appeals in December and updated 2026 assessments in late January
- Any changes would be presented for Board approval at the Q3 Board Meeting.

FY2027 WORK PLAN BUDGET

- Tracy provided an overview of the proposed FY2027 Work Plan Budget, noting that at this stage in the County assessment process, there is limited visibility into potential changes in BID assessment revenues for the upcoming fiscal year.
- As a result, the BID has assumed flat assessment revenue in the development of the draft Work Plan Budget. However, based on performance over the past two years, the BID has increased its sponsorship revenue estimate to more accurately reflect recent trends. This adjustment results in a 2% overall budget increase compared to the previous fiscal year, bringing the total proposed budget to approximately \$5,344,000.
- For FY2027, the BID is also increasing the Administration and Management budget to better align with actual spending patterns observed over the past several years. Additionally, staff allocations across program areas have been recalibrated to more accurately represent how staff time is distributed.
- This adjustment has resulted in a greater proportion of time and resources being budgeted toward Administration and Management, contributing to the overall increase in budget for that program area.
- With these adjustments, the proportion of the BID's budget allocated to Administration and Management has increased to 13.5%, or 15.5% when including the County Fee. This level of administrative spending remains well within a healthy and sustainable range for nonprofit organizations.

WORK PLAN BUDGET DISCUSSION

- Abbey Oklak asked whether CC2DCA initiatives were included in the FY2027 Work Plan, noting that it seemed important to call out specifically.
 - Tracy explained that funds are allocated within the trust, which would serve as the primary entity responsible for implementation. She added that advocacy efforts related to the project could be incorporated within the Transportation budget, but maintenance activities are not anticipated to occur within this fiscal year. Abbey's inquiry pertained to design-related efforts, while the trust may later assume maintenance responsibilities.
 - Rob added that most of the BID's current contribution to CC2DCA relates to staff time.
- Andrea asked whether the Innovation District was included within the Economic Development program area. Tracy confirmed that \$125,000 has been allocated for FY2027. Andrea then asked whether overall Economic Development spending was increasing.
 - Tracy explained that the BID made slight reductions in this area to ensure adequate funding for Administration, noting that any reductions would likely affect smaller sponsorships that have not produced significant returns. She added that funding for collateral development and business-to-business engagement is being increased—activities that fall under Marketing but intersect with Economic Development priorities.
 - Rob observed that with the strategic plan development and the recalibration of administrative resources, the BID has had to make strategic tradeoffs, ensuring that key initiatives continue while adjusting priorities at the margins.
 - Tracy added that while the BID has historically maintained an expansive scope, the FY2027 Work Plan reflects a focus on core priorities. She noted that future strategic planning discussions could provide an opportunity to revisit and potentially expand that focus.
- Shannon asked about the Office Scenario Planning initiative, specifically whether it involves potential staff expansion.
 - Tracy explained that the BID continues to grow and that this planning effort will help evaluate space utilization, layout planning, and staffing needs, including possible part-time event support. Shannon suggested that hoteling—which is currently in use—could remain an option. Harmar Thompson mentioned that storage space could also be reconfigured as part of this planning process, and Tracy agreed, noting that several scenarios and mapping exercises will be considered.
- Dolores inquired about the BID's involvement in Arlington County's Public Spaces Master Plan update.
 - Tracy explained that this initiative was highlighted in the Work Plan because it is new and involves updates to the Transportation element. She added that the BID is collaborating with the County's Parks Department on related initiatives and that the process will provide an opportunity to discuss the future use of public spaces in National Landing.

Rob concluded by noting that the Board typically holds a follow-up discussion in January once feedback from the County is received. He clarified that the current Board action represents approval to submit the FY2027 Work Plan and Budget to the County for review.

Motion to approve the FY2027 Work Plan & Budget

- Motion: Ashleigh De La Torre
- Seconded: Gary Cook
- Abstention: Shannon Flanagan-Watson; Stacey Brayboy; Mark Carrier; Shavini Fernando; Joe Oylar; Aubrey Dennis-King Fenton; Judy Freshman; Regina Rees; Kingdon Gould III
- Discussion: None
- Approved Unanimously
- Opposed: None

COMMITTEE REPORT OUTS

- Kimberly transitioned to Committee Report-Outs, inviting Tracy to begin with the Nominations Committee update.

NOMINATIONS COMMITTEE

- Tracy reported that Heena Feeney has stepped down from her role. The Nominations Committee will seek recommendations for a new director in January.

23RD STREET COMMITTEE

- Freddie shared that although the 23rd Street Committee did not formally meet this quarter, BID staff focused on two priority initiatives:
 1. Developing a 23rd Street marketing reel for TikTok and Instagram, which was released this week; and
 2. Responding to July Committee feedback regarding an increase in rat activity by developing an outreach action plan to learn more about business trash and pest control management practices and to explore collaborative mitigation approaches. This effort launched last week with initial conversations with the Pappas Trust ownership and Freddie's restaurant

PLANNING & DEVELOPMENT COMMITTEE

- Andrea Murray shared that the Planning & Development Committee met on September 10 and discussed the following:
 - The County's first phase of adopted Sign Ordinance Amendments under the CMRI 2.0 process;
 - Development updates on recently completed projects, including The Zoe and The Valen; ongoing projects at Crystal House and 2011 Crystal Drive; approved projects such as the adaptive reuse at 2100/2200 Crystal Drive; and projects currently under review, including Riverhouse and the adaptive reuse of 1800 and 1901 S. Bell Street;
 - Interim placemaking efforts along 12th Street S during transitway construction and due diligence for underpass activations at 12th Street S & Route 1 and Crystal Drive & Airport Access Drive; and
 - Q2 market highlights, including data dashboard trends, Open Rewards metrics, fall business and innovation events, and updates on the Innovation District.

- The next committee meeting will be hybrid and held on December 4, and all Board members are welcome to attend.
- Kimberly acknowledged Crystal House as a catalytic investment and significant project, noting her interest in a deeper discussion early next year. The EYA townhome phase is expected to deliver 717 new housing units by 2027, with phased groundbreakings already underway.

EQUITY COMMITTEE

- Donna shared that the Equity Committee last met on June 16.
- In lieu of a Q1 meeting, the committee collaborated with the Events Team to plan and support heritage month programming.
 - The committee commended the Events Team for a successful Hispanic Heritage Month celebration, highlighted by NaLa Noches.
- For the first time, the BID also recognized National Disability Employment Awareness Month (NDEAM) through:
- A guest blog by Laura Kim of the ENDependence Center of Northern Virginia (ECNV) titled “*The Case for Hiring Employees with Disabilities*”; and
- Sponsorship of the Victorwear Expo, celebrating disability employment and neurodiverse talent, held on October 18 at the Hyatt Regency Crystal City, which drew over 300 attendees.
- The committee commended the Marketing Team for their partnership in promoting these initiatives and extended thanks to ENDependence Center and the Hyatt for their collaboration.
- The next committee meeting is scheduled for December 11 at 10:00 a.m., and all Board members are welcome to attend.

TRANSPORTATION COMMITTEE

- Harmar shared that the Transportation Committee met on September 11, focusing on two priority areas:
 1. Managing impacts from 12th Street Transitway construction and supporting near-term business engagement and placemaking; and
 2. Advancing a coordinated advocacy strategy to ensure design excellence, accessibility, and integration across CC2DCA and the new Crystal City VRE/Amtrak Station projects.
- Actions included stakeholder engagement with businesses such as Commonwealth Joe and Whole Foods, temporary placemaking on 12th Street, development of a multi-party coordination forum across VRE, Amtrak, Arlington County, JBG, BID, and Amazon, and a lobbying plan (with Venable) to secure escalators and consistent design at 2011 Crystal Drive.
- BID held a Bike Light Giveaway on October 29 (5–7 PM) at Water Park.
- During discussion, Harmar shared that several concerns had been raised and expressed hope that the County remains focused on addressing them, emphasizing that the BID is well-positioned to play a “quarterback” role in coordinating stakeholders with varying budgets, timelines, and **priorities**. Ashleigh asked who might serve in that coordinating role, and **Harmar** noted that this would be a topic for further discussion.
- The next Transportation Committee meeting will be held on November 13, and the next Transportation Roundtable is scheduled for November 20.

MARKETING COMMITTEE

- Franki reported strong communications performance, with press placements up 63% in Q1, exceptionally high email open rates, and significant growth in social media engagement.
- The committee reviewed new hospitality collateral designed to showcase walkability and vibrancy to potential conventions and groups. The BID will circulate an updated draft reflecting committee feedback in the coming weeks.
- The Brand Refresh process is progressing on schedule, with final agency interviews concluding by the end of the month and selection of the new agency anticipated by early November. The refreshed brand and video are planned for debut at the Annual Meeting in May.
- Mara encouraged all members to share input with Madeline, noting the goal of creating a vibrant, energetic digital presence. Madeline also shared recent media wins and celebrated improved metrics across multiple channels. The selected agency will be announced later in November.
- The committee also discussed website enhancements to better serve a variety of stakeholders, emphasizing a more human-centered design with testimonials and quotes. Suggestions included positioning the site as a resource for:
 - The public (events, directions, retail information),
 - Residents (documents, permitting, event-hosting resources),
 - Economic development partners (data dashboard, press coverage), and
 - New businesses (media toolkit, downloadable resources).
- Finally, the BID will develop a “Welcome to the Neighborhood” toolkit for new businesses, to be shared at the next committee meeting.

CLOSING

Kimberly thanked all Board Directors and committee chairs for their leadership and contributions and formally adjourned the meeting.

TOPICS NOT COVERED

- Brand Refresh
- CC2DCA – Priorities Advocacy Strategy
- Innovation District Formation
- Placemaking Initiatives
- BID Updates
- Board Director Updates
- FY2026 Board Of Directors Meeting Dates