

**9:30 AM — Call to Order & Roll Call**

*Quorum and meeting start.*

**9:33 AM — Public Comment (Non-Agenda)**

*Open floor for public comment on any items within the City Center Business District Board's jurisdiction. Up to 2 minutes per speaker.*

**9:40 AM — Icebreaker**

*Board connection activity to build camaraderie and set the day's tone.*

**9:50 AM — Retreat Outcomes & Working Agreements**

*Review purpose, desired outcomes, and group norms for collaboration and decision-making.*

**9:55 AM — Compliance Essentials: Brown Act & Conflicts of Interest**

*Overview of open meeting rules, agenda limitations, public participation, and conflict-of-interest basics.*

**10:15 AM — Mission & Guardrails for Goal-Setting**

*Anchor priorities in the BID mission and eligible-use guardrails.*

**10:30 AM — Break**

**10:35 AM — Breakouts**

*Small group discussions to identify opportunities, needs, and priority ideas.*

**11:00 AM — Report-Out & Theme Clustering**

*Groups share key ideas; similar ideas are grouped into shared themes.*

**11:15 AM — Breakouts**

*Cross-group work to refine themes into clear priorities and practical initiatives.*

**11:40 AM — Report-Out & Dot Vote**

*Share refined priorities and use dot-voting to select top themes/initiatives.*

**11:50 AM — Lunch Break**

**12:20 PM — Pick the Goal & Define Success**

*Select one strategic goal, success measures, and 90-day next steps.*

**12:55 PM — Breakouts**

*Draft a "big bet" initiative and outline outcomes, partners, and first steps.*

**1:25 PM — Pitches & Select Top Initiative(s)**

*Groups present proposals; the Board selects the initiative(s) to carry forward.*

**1:45 PM — Board Commitments & Fundraising Goals**

*Confirm commitments and set sponsorship/fundraising targets with assigned next steps.*

**2:10 PM — Board Culture & Operating Agreements**

*Agree on norms: communication, decision-making, committee alignment, accountability.*

**2:25 PM — Public Comment (Agenda Items)**

*Public comment on today's agenda items before adjournment. Up to 2 minutes per speaker.*

**2:28 PM — Adjourn**

IN PERSON: WeWork

600 B Street, San Diego, CA

Public Access: Open to the public; public may attend in person at the location listed above.