



**City of Greensboro Meeting Minutes - DRAFT**

**City Council Special**

**February 25, 2026, 9:00 am  
ACC Hall of Champions Board Room  
Greensboro Coliseum Complex  
1921 West Gate City Boulevard, Greensboro, NC**

Present: Mayor Marikay Abuzuaite, Mayor Pro Tem Denise Roth,  
Councilmember Hugh Holston, Councilmember Irving Allen,  
Councilmember Crystal Black, Councilmember Cecile Crawford,  
Councilmember April Parker, Councilmember Adam Marshall,  
Councilmember Tammi Thurm

Also Present: City Manager Trey Davis, City Attorney Lora Cabbage, City Clerk  
Tory Frink, Deputy City Clerk Destiny Stansberry, and Deputy Clerk  
Victoria Howell

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**A. Welcome & Opening Remarks - Mayor Abuzuaite & City Manager Davis**

These City Council minutes are a complete and accurate record of the actions taken by the Greensboro City Council. For full details of discussions, the meeting video can be located on the City of Greensboro website at <https://www.greensboro-nc.gov/government/city-council/council-meetings>.

This City Council Retreat of the City of Greensboro was called to order at 9:10 A.M. in the ACC Hall of Champions Board Room.

Mayor Abuzuaite and City Manager Davis gave opening remarks and welcomed everyone to the 2026 Council Retreat.

**B. Year in Review - DeAlva Arnold & City Manager Davis**

City Manager Davis outlined the retreat's structure and noted that the meeting was open to the public. He presented the accomplishments from 2025. Some of the highlights included key initiatives such as the Road to 10,000 housing strategy, affordable housing efforts, community safety initiatives through the Greensboro Collaborative Action Network (GSO CAN), code compliance, transit and transportation improvements, sustainability initiatives, quality-of-life investments, economic development efforts, and arts and culture initiatives.

**C. Retreat Objectives, Approach & Process - DeAlva Arnold, Consultant & Facilitator**

City Manager Davis introduced DeAlva Arnold, Chief Executive Officer of D. Wilson Agency, as the retreat facilitator.

Ms. Arnold outlined the retreat's purpose, objective, approach, and process. She emphasized alignment on a shared strategic direction for the City of Greensboro through 2036. Ms. Arnold reviewed the retreat's format of listening to expert panels, connecting insights through working sessions, and shaping priorities and next steps through Council discussion. Ms. Arnold highlighted the "Building a Great City" framework and its seven cornerstones. Working agreements were reviewed to guide participation, which included respect for every voice, assuming positive intent, transparency, listening to understand, limited use of technology, honoring time with a speaking limit, focusing on strategy rather than operations, and detaching from the past and outcomes.

**D. Governing as One, Board Development and Team Building - D. Wilson Agency**

David Howard, D. Wilson Agency Consultant and Facilitator, presented the Governing as One Model and a framework for high-performing public boards. The model focused on a relational foundation supported by shared purpose and strategic focus, trust and relationship building, teamwork and collaboration, constructive deliberation. Mr. Howard reviewed the phases of team development and facilitated a DISC Behavioral Assessment activity to build self-awareness and improve communication among participants. Members of Council completed the assessment and were then directed to move to designated areas of the room corresponding to their DISC style. Small-group discussions focused on how each style approached communication, decision-making, and collaboration. Each group identified key characteristics and examples related to their DISC style and presented their observations to the full group.

**E. Panel Discussion: From Research to Revenue - Building Greensboro's Innovation Economy**

Ms. Arnold moderated a panel discussion, "From Research to Revenue: Building Greensboro's Innovation Economy," that featured Dr. Tony Clark, Guilford Technical

Community College (GTCC); Dr. J. Alan Boyette, University of North Carolina at Greensboro (UNCG); Wendy Poteat, Shift\_ed; and Dr. Julius Monk, Guilford County Schools. The panel focused on strengthening education-to-employment pathways, workforce development strategies, and alignment between regional employers and educational institutions.

Ms. Arnold asked Dr. Clark about workforce demand and the types of programs that best align with employer needs. Dr. Clark discussed workforce training initiatives at GTCC and highlighted partnerships with local industries that prepared students for careers in high-demand fields. He explained that many programs offered short-term certifications and direct pathways to employment, noting that partnerships with companies such as Toyota and Honda helped align training programs with industry needs.

Ms. Arnold asked Dr. Boyette about the role of research institutions in driving innovation and economic growth. Dr. Boyette discussed how research expenditures, funding streams, and university partnerships contributed to economic development by supporting startup companies and fostering collaboration between universities and industry partners. He also discussed the importance of retaining graduates and strengthening pathways that encouraged students to remain in the region after completing their education.

Ms. Arnold asked Dr. Monk to discuss career and technical education initiatives within Guilford County Schools. Dr. Monk explained that career exploration started early, with programs designed to expose students to various career pathways beginning in elementary and middle schools. He discussed career and technical education opportunities, workforce readiness programs, and the importance of ensuring that students graduated with multiple options for continuing education or entering the workforce.

Ms. Arnold asked Ms. Poteat to discuss collaboration among the workforce and education partners. Ms. Poteat elaborated on efforts through Shift\_ed and Guilford County Schools to partner with schools, higher education institutions, and employers to improve communication and alignment. She emphasized the importance of ensuring students and families understood available opportunities and pathways. She discussed efforts to connect students with career exploration and industry exposure opportunities.

The discussion further addressed barriers to workforce access, including transportation challenges and limited awareness of available programs.

The panelists discussed the importance of strengthening transition points where students may disengage from education or career pathways. The speakers emphasized continued collaboration among educational institutions, workforce partners, and employers to retain local talent and support long-term workforce development.

**F. Panel Discussion: Flight Path to Scale- Transportation & Advanced Manufacturing as Economic Engines**

Marvin J. Price, Executive Vice President of Economic Development, Greensboro Chamber of Commerce, moderated a panel discussion “Flight Path to Scale: Transportation and Advanced Manufacturing as Economic Engines” that featured Tim Stanton, Toyota North America; Kevin Baker, Piedmont Triad International Airport (PTI); and Dr. Stephanie Luster-Teasley, North Carolina Agricultural and Technical State University (NC A&T). The discussion focused on the region’s transportation assets, land-use considerations, and competitiveness in attracting and retaining major employers.

Mr. Price asked the panel to discuss factors that contributed to long-term regional economic success and how Greensboro could position itself competitively. Mr. Stanton discussed Toyota’s perspective on site selection and workforce readiness, noting that transportation infrastructure, access to rail and road networks, and employees' ability to commute efficiently were critical considerations. Mr. Baker discussed the strategic role of the Piedmont Triad International Airport. He emphasized the importance of protecting the land surrounding the airport for future expansion and aviation-related development. Mr. Baker commented that preserving key land and transportation corridors is essential to maintaining the region’s long-term economic competitiveness.

Mr. Price also asked the panel to discuss policies or investments that could further support economic growth. Dr. Luster-Teasley highlighted the role of universities in driving innovation, research, and workforce development, noting the importance of partnerships between higher education institutions, industry, and local government. Panelists discussed how collaboration among educational institutions, employers, and regional partners strengthened workforce pipelines and supported advanced manufacturing growth.

Discussion continued on transportation access, workforce mobility, and long-term land-use planning. The panelists emphasized the importance of maintaining infrastructure readiness, protecting strategic development sites, and strengthening partnerships among government, education, and industries to sustain economic development and regional growth.

**G. Lunch**

Lunch Break occurred at 12:37 P.M.

**H. Oak View Group Presentation - Scott Johnson, Oak View Group**

City Manager Davis introduced Scott Johnson, General Manager of Oak View Group.

Mr. Johnson gave an overview of operations at the Greensboro Coliseum Complex. He reviewed the facility’s event programming, attendance, and visitor activity, and overall

economic impact. Mr. Johnson showcased the wide range of events hosted at the Coliseum Complex, including concerts, sporting events, youth sports tournaments, trade shows, and graduations. He gave a preview of upcoming Broadway productions at the Tanger Center and other entertainment events that attracted visitors to the region. He noted these events generated significant attendance and tourism activity, bringing visitors from across the region and contributing to the local economy.

Mr. Johnson reviewed the Coliseum Complex's role as a regional destination venue. He discussed the variety of events and experiences offered throughout the year, as well as the economic benefits associated with large-scale sporting tournaments and entertainment programming. He emphasized sponsorship and partnership efforts, which included naming rights agreements and partnerships that supported facility operations and programming.

Mr. Johnson discussed the use of volunteer groups in concession operations, planned capital improvements, and renovation projects across the Coliseum Complex. He mentioned several upcoming major events scheduled at the facility.

**I. Morning Synthesis & Key Takeaways: Working Session - DeAlva Arnold & David Howard**

Mr. Howard facilitated a working session. Members of Council were placed into small groups and asked to discuss several guiding questions, including identifying one insight that challenged their thinking, one connection noticed between sessions that had not been previously considered, and the single most important factor Greensboro must get right to ensure the City's systems work together effectively.

Councilmembers later reconvened and shared reflections from their group discussions.

Members of Council highlighted themes related to strengthening partnerships across education, workforce development, and economic development initiatives, as well as the importance of aligning existing plans and strategies.

The discussion focused on the connections among workforce development, infrastructure, and economic competitiveness. The value of collaboration was emphasized among institutions and community partners. Comments also noted the need to better coordinate initiatives and ensure that programs and investments support the City's long-term outcomes. Members of Council observed that many of the ideas discussed across sessions shared similar goals and that stronger alignment could help ensure Greensboro's systems functioned more effectively together.

**J. Break**

A break was taken at 2:20 P.M.

**K. Vision 36 Framework Working Session - DeAlva Arnold & David Howard**

Ms. Arnold and Mr. Howard introduced the Vision 36 Framework and reviewed key findings, challenges, and opportunities intended to guide Greensboro's strategic direction through 2036. They identified several metrics during the initial research phase, including efforts to increase the percentage of college graduates who remain in Greensboro after graduation, aiming to raise local retention from approximately 29% to 45%. Additional findings addressed workforce pipeline challenges, a structurally limited middle-income segment within the local economy, and the importance of strengthening coordination among existing plans that influence long-term growth. Major investments contributing to Greensboro's economic momentum were also referenced, along with the role of talent retention, infrastructure planning, and economic development strategies in supporting future growth.

Ms. Arnold and Mr. Howard reviewed several strategic focus areas connected to the Vision 36 Framework, including education and workforce pipeline development, connected infrastructure systems, and quality-of-place investments that support livability and economic competitiveness. A flow chart was presented that illustrated how these elements functioned together as part of a broader economic engine within the city. Mr. Howard also reviewed data and comparative information from peer cities to demonstrate how coordinated planning across areas such as mobility, culture, livability, and regional positioning contributes to long-term economic development and community growth.

Discussion continued on land-use planning, intentional development strategies, and how population growth and talent retention would influence Greensboro's long-term competitiveness. Consideration was also given to how education, workforce development, and infrastructure investments intersect to support economic opportunity across the community.

Further discussion ensued around the importance of aligning existing City plans and initiatives within a unified strategic framework. Members of Council reflected on the need to ensure that planning efforts, policy decisions, and investments worked together in a coordinated manner to support long-term outcomes for the City. The Vision 36 structure and its seven cornerstones were presented as a guide for strategic priorities, performance measures, and decision-making as Greensboro continued to plan for future growth and development.

**L. Panel Discussion: The Urban Core Multiplier - Catalyst Districts & Concentrated Growth**

Mr. Howard moderated a panel discussion, "The Urban Core Multiplier: Catalyst Districts and Concentrated Growth," featuring Marvin J. Price, Executive Vice President of Economic Development at the Greensboro Chamber of Commerce; Michael Smith,

Charlotte Center City Partners; and Dennis Miller, Wexford Science & Technology. The panel focused on concentrated investment strategies, downtown and urban core development, innovation ecosystems, and the importance of coordinated leadership and stakeholder alignment in sustaining long-term economic growth.

Mr. Howard asked the panel to discuss how catalyst districts and focused investment strategies drove broader economic growth. Mr. Price discussed the role of economic development partnerships and emphasized that vibrant downtown areas often signaled a strong economic environment that attracted businesses, talent, and private investment. He noted that coordinated efforts among business leaders, government, and community partners were critical in creating momentum for urban core development.

Mr. Howard asked Mr. Smith to describe how Charlotte had revitalized its urban core and how similar strategies might apply to Greensboro. Mr. Smith explained that successful downtown growth often results from multiple coordinated investments rather than a single initiative. He discussed how Charlotte layered infrastructure improvements, business recruitment, and residential development to sustain activity in its center city, and emphasized the importance of long-term planning and a shared vision among stakeholders.

Mr. Howard also asked Mr. Miller to discuss innovation districts and how they supported economic ecosystems. Mr. Miller explained that innovation districts thrive when universities, research institutions, and private industry collaborate to create environments that support research, entrepreneurship, and technology-based companies. He discussed the importance of amenities, walkability, and active ground-level spaces that attract young professionals and fostered collaboration among organizations.

The discussion continued to focus on the roles of anchor institutions, universities, and private-sector leadership in supporting economic ecosystems. The panelists emphasized the importance of maintaining a unified vision among stakeholders. It was noted that strategic investments in infrastructure and amenities contributed to downtown and urban core growth strategies, producing broader benefits that extend to surrounding neighborhoods and the wider community.

**M. Day 1 Wrap-Up - DeAlva Arnold**

Ms. Arnold closed out the afternoon by summarizing key themes from Day 1 and outlining next steps and expectations for continued retreat work on Day 2.

**N. Adjournment**

The City Council Adjourned at 5:12 P.M.

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Marikay Abuzuaiter, Mayor

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Destiny Stansberry, Deputy City Clerk